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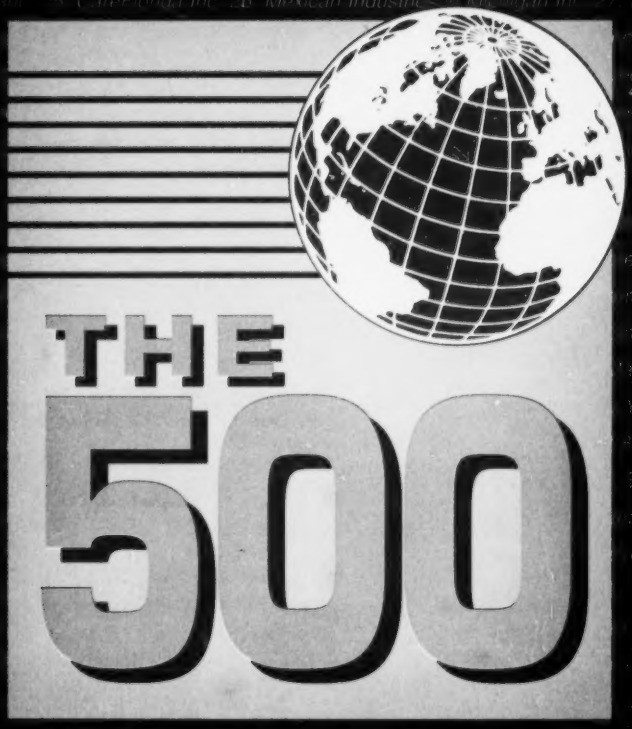

1992 Directory of the Nation's Largest Hispanic Owned Corporations

Sales Are Up 10.1%

Hispanic BUSINESS®

June 1992

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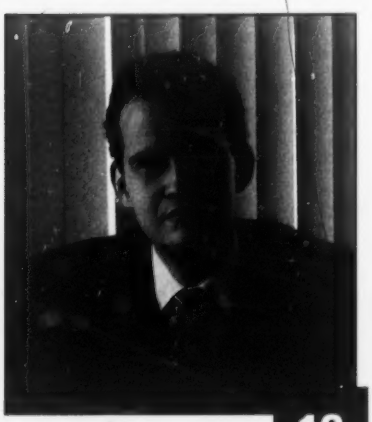
Cover design by Buffalo Brothers Studios West.



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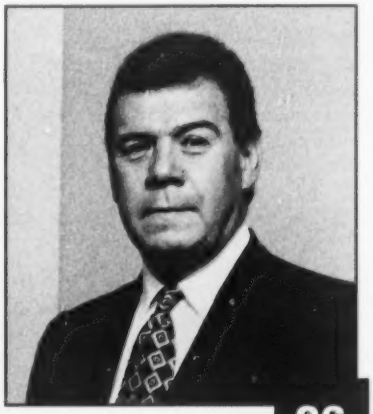

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gest companies—the *Fortune* 500. What can we say, besides what we all know so well? That Hispanics are used to hard work in the face of adversity? That we are creative? That we are persistent? That we're serving a market sector enjoying dynamite growth in size and spending power?

Much of the answer, of course, is that Hispanic firms are part of the small business growth phenomenon characteristic of the past 10 years or so. Small business continues to be the main growth sector of the U.S. economy.

We will, of course, refer the media to examples of the many stories of growth we know so well. In this issue alone we can point to more than a dozen stories of entrepreneurs who have been able to grow their companies significantly in a time of economic change.

Take for example Abel Holtz, CEO of Capital Bancorp in Miami. His bank now has more than $1 billion in assets. Like so many eminently successful Hispanic entrepreneurs, he arrived on these shores 31 years ago, a gift to America thanks to Fidel Castro.

"...Hispanics are used to hard work in the face of adversity..."

Also consider Alex Meruelo in California, a native New Yorker who started his first business when he was 17 and who now, 11 years later, is planning to go public with his $12.5 million company, La Pizza Loca.

From New York comes the story of two half-brothers of Puerto Rican descent, George Cruzado and Ray Pabon, who now run one of the biggest privately owned telecommunications companies in the metropolitan area—Technical Telephone Systems. And consider Nancy Archuleta's Mevatec Corporation in Alabama. When the company lost a major contract a few years ago, she came close to closing the doors forever. But with perseverance and ingenuity the company expanded and diversified. It has never been healthier.

And then there is the story of Roberto and Rose Marie Espat, who came to New Mexico from the little Central American country of Belize just 11 years ago seeking a healthy climate for their asthmatic daughter. Their new company, Roses Southwest Papers, is a major paper products supplier to McDonald's Corporation, and buys and sells paper around the world.

Also consider Frank Cruz and Manuel Sanchez, who after years of persisting have finally established the first Hispanic-owned national life insurance company.

Then, for the growing number of Hispanic businesses and other individuals involved with foreign trade, we continue our in-depth coverage of our neighbor to the south, Mexico.

This month we look at an otherwise forgotten sector of Mexico's economy—the small business sector, which makes up 98 percent of the country's business activity. We call it the forgotten sector because the Salinas Administration has yet to focus public policy attention on the needs of small companies, possibly the most socially relevant sector of Mexico's business fabric.

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BPA CONSUMER MAGAZINES

CREDIT

The Report Card on Minority Lending

Community Reinvestment Act's bank grading system still getting up steam.

By Isabel Fonseca

Since 1977, federally chartered banks have been rated—in compliance with the Community Reinvestment Act (CRA)—based on their track records in providing loans to their local communities, and particularly in improving the bank's borrowing opportunities for minorities and women.

But until 1990 our banks could sweep any bad ratings under the doormat. Now the report card is public, and the law says that banks have to disclose their ratings to anyone who requests them. Information on these ratings is also available from the Compliance Management Division, Comptroller of the Currency, Washington DC 20219.

Has public grading been a motivation for increased lending to minority entrepreneurs? Wells Fargo, the nation's eighth biggest bank, increased its lending to minorities and women more than 14-fold between 1990 and 1991—from $17 million on 192 loans, to $113 million on 1,278 loans. Competitor Bank of America increased its low-income area home loans from $482 million to $587 million in the same period.

Yet, as one Washington insider who prefers not to be named points out, these "better banks" already have established records showing they've been receptive to reinvestment in the communities that they serve. Meanwhile, the source explains, the CRA grading standards may not be all that high, and an apparent lack of "teeth" in the overall system still provides virtually no incentive for the lower scoring banks to improve if they are not already so disposed.

Of the nearly 4,000 federally chartered banks in the United States, 963 have received CRA report cards since public grading began in 1990. B of A and Wells Fargo are among 102 banks in this group (10.4 percent) that were rated "outstanding" under the CRA this year. Another 733 (76.0 percent) earned a lower, "satisfactory," rating; only 12.7 percent were tagged as "need improvement"; and a miniscule .9 percent—nine small banks—were judged to be in "substantial noncompliance."

Community Reinvestment Act Bank Ratings

July 1, 1990 through February 29, 1992

Rating	Number of Banks	Percent
Outstanding	102	10.4 %
Satisfactory	733	76.0 %
Needs Improvement	119	12.7 %
Substantial Noncompliance	9	0.9 %
TOTAL	**963**	**100.0 %**

Sources: Comptroller of the Currency, "News Release," November 25, 1991, "Interpretations and Actions," December 1991, January 1992, February 1992, and March 1992.

Exactly what happens if a bank is branded less than satisfactory in the area of community reinvestment?

Legally, just one thing. The CRA rating is one of several factors ("evaluation tools") that the Comptroller of the Currency considers when a bank applies for permission to open a new branch or merge with another bank. But in fact the Comptroller turned down exactly one such application in 1990, a year of structural upheaval in the banking community, and was "unable to provide" the number of applications it turned down in 1991. We do know that poor CRA ratings had been raised as issues before several of the recent big mergers were approved.

But publicity is another matter. Given the CRA's lack of evident teeth, minorities themselves may have to put the bite on underperforming banks. "When a bank receives a poor rating on provision of service to its community, that is an opportunity for our people," maintains Victor Rodriguez, president of the Los Angeles Chapter of the Hispanic Bankers Association. "We can approach that bank with ideas for services and products that will meet our needs better."

Certainly, negative media attention is helping San Francisco's minority-backed Greenlining Coalition to gain concessions. The considerable bad press California's Japanese-owned banks have received for a general failure to invest in the local community has made them sensitive to negotiations with the Greenlining Coalition on improvements in minority lending, employment, and contracting practices, and in their contributions to local charities.

At this point, the Coalition, which is "co-chaired" by the Latino Issues Forum and its head, John Gamboa, has negotiated an agreement with Union Bank (77 percent owned by the Bank of Tokyo). The commitment, says Union Bank spokesperson Ken Green, includes a package of community service loans totaling $148 million for 1991-92. Additional agreements are pending at presstime, Mr. Gamboa reports, with Sumitomo, Sanwa, and Mitsubishi—the second, fourth, and sixth largest banks in the world.

Meanwhile, Hispanics interested in knowing more about the CRA and in improving its clout should take their questions to Congressman Henry B. Gonzalez. Mr. Gonzalez, a Democrat representing central San Antonio, has been a leader in the push for public and meaningful disclosure of bank lending practices, and since 1988 has been chair of the House Banking, Finance, and Urban Affairs Committee, which has jurisdiction over the CRA legislation.

Recession?

The 500 post 10.1 percent

1992 Directory of the Nation's Largest Hispanic Owned Corporations

Isn't there supposed to be a recession on? That's what we started asking as we reviewed the revenues of this year's HISPANIC BUSINESS 500.

For most of corporate America, recovery is still a speck on the horizon. The domestic product is as flat as glass or steel—two of our many ailing industries.

"It Was the Worst of Years," is the title of *Fortune's* 500 listing this year. The country's top 500 manufacturers posted dismal results: a loss, in fact. Total sales fell 1.8 percent in 1991 ($40.5 billion). Profits fell a sickening 41 percent ($38.3 billion). One hundred-three of the *Fortune* 500 lost money.

It was a record. It was the worst drop in the elite listing's 38-year history.

The HISPANIC BUSINESS 500, on the other hand...hoisted sales by 10.1 percent in 1991. That's up from $9 billion to $10 billion—an increasing part of it reflecting the Hispanic business community's growing export capacity.

The growth seems to be occurring across the board, too. We wondered if it might all be coming from the new companies on our listing—the 135 companies that pushed other enterprises off the 500 this year. For example, just the newly listed Burt on Broadway auto dealership (now number 2) adds $422.68 million to total sales. But a calculation of growth for only the 365 carryovers from 1991 still shows a revenue gain of about 9 percent (from $7.67 billion to $8.35 billion).

The average company in the listing is up almost $2 million this year, from about $18 million in 1991 to just under $20 million. Another measure of growth is that the cutoff point—the revenue of the last company on the list—was 7 percent higher this year. Number 500, Ventura, California hazardous waste managers Holguin Fahan & Assoc., had sales of $3 million.

And observe profits. Most of the HISPANIC BUSINESS 500 are privately held, be-

Michigan-based Troy Ford CEO Irma Elder upped her revenues by $114 million in 1991—from $39.97 million in 1990 to $153.62 million—placing the company at number 6.

What Recession?

growth.

cause one requirement for inclusion in the listing is that the company be at least 51 percent U.S. Hispanic owned. When a company goes public, ownership is usually more widely spread. Since private companies are not required to divulge their profits publicly, we ask the 500 to report their percent profit range only—with the understanding that the information they provide will be kept confidential and reported in the aggregate.

Of the companies reporting their profit range, 21 percent say they are in a higher range this year, 52 percent are in the same range, and 27 percent are banking a smaller proportion of their revenues.

Still, 38 percent of the HISPANIC BUSINESS 500 have profits equaling 6 percent of sales or more. Another 57 percent enjoy up to 5 percent return on sales. Only 4.9 percent report a loss in 1991—about the same as last year, and far less than the 20 percent of all *Fortune* 500 firms reporting losses.

Some of the biggest gains came from Hispanic auto dealers, again in sharp contrast to a losing trend for the industry in general. CEO Irma Elder of Troy Ford in Troy, Michigan upped her sales an almost unbelievable $114 million, from $39.87 million in 1990 to $153.62 million in 1991. The jump improved Troy Ford's position on the 500 this year from number 47 to 6.

About $110 million of that gain, says the savvy CEO, comes from her new fleet sales business—particularly from a deal she made with the Hertz Corp. that involved selling "between 12,000 and 13,000 cars to Hertz for a small amount of profit." The rest of Ms. Elder's increase, between $3 million and $4 million, came from better sales in her retail outlets.

And Burt on Broadway (the Broadway that runs through Englewood, Colorado) upped its sales by about $70 million during 1991. Headed by CEO Lloyd Chavez, Burt on Broadway deals in Chevrolet, Geo, Toyota, and Subaru nameplates.

Burt on Broadway displaced Goya Foods of Secaucus, New Jersey this year for the number 2 spot on the HISPANIC BUSINESS 500—a perch Goya had occupied since 1987. Yet Goya, now number 3, just had its best year ever. The Hispanic food purveyor added a mouth-watering $80 million on the income side this year—boiling up from $330 million to $410 million in

Top 10 Companies By Revenue

	Company	1991 $ Million	Description
1	Bacardi Imports Inc.	580.00	Rum/Wine Import/Dist.
2	Burt On Broadway	422.68	Automotive Sales & Svc.
3	Goya Foods Inc.	410.00	Hispanic Food Mfg./Mktg.
4	Sedano's Supermarkets	221.34	Supermarket Chain
5	International Bancshares Corp.	161.85	Financial Svcs.
6	Troy Ford	153.62	Automotive Sales & Svc.
7	Pizza Management Inc.	150.00	Restaurant Chain
8	Cal-State Lumber Sales Inc.	147.36	Wood Product Sales
9	Handy Andy Supermarkets	142.55	Supermarket Chain
10	Ancira Enterprises Inc.	132.00	Automotive Sales & Svc.

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Top 10 Companies By Employees

	Company	# Employees	Description
1	Pizza Management	5,300	Restaurant Chain
2	The Vincam Group	4,200	Employee Leasing
3	Handy Andy Supermarkets	1,700	Supermarket Chain
4	Goya Foods Inc.	1,600	Hispanic Food Mfg./Mktg.
5	Sedano's Supermarkets	1,485	Supermarket Chain
6	RioStar Corp.	1,300	Tex-Mex Specialty Rest. Chain
7	Ruiz Food Products Inc.	1,123	Mexican Food Mfg.
8	Gator Industries Inc.	1,050	Shoe Mfg.
9	Oscar J. Ortega Ranches	1,000	Grape/Citrus/Vegetable Growers
10	CTA Inc.	950	Aerospace/Defense Systems

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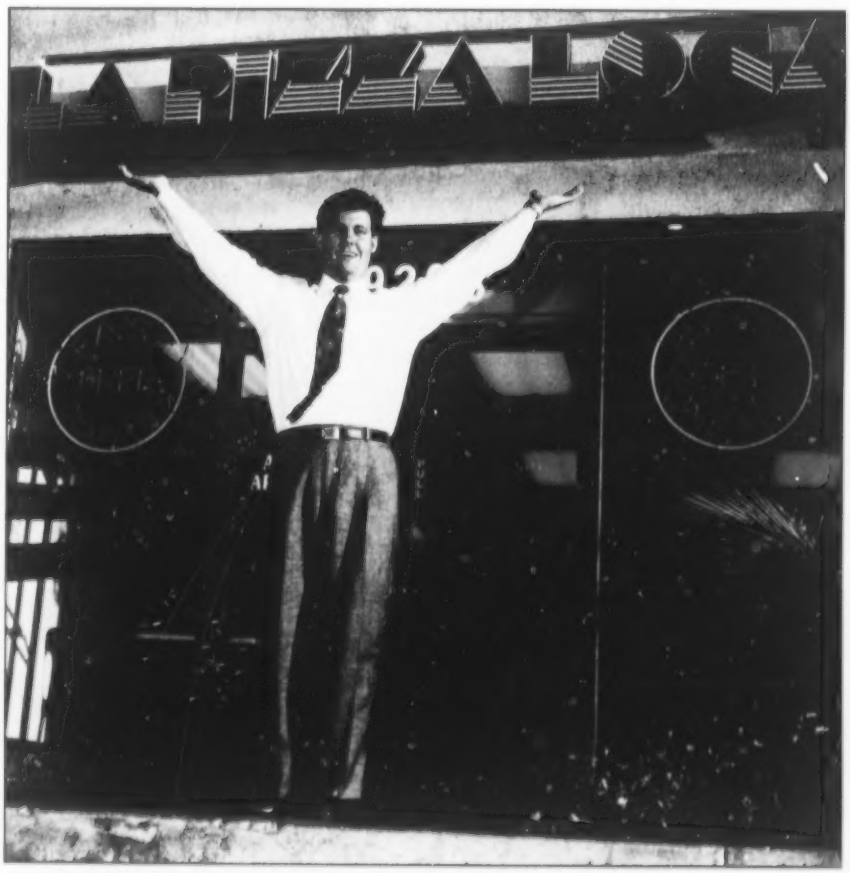


The 28-year-old La Pizza Loca CEO Alex Meruelo first moved his California-based pizza restaurant chain onto the HISPANIC BUSINESS *500 at the age of 25. This year he's number 168.*

the 12 months of 1991.

Goya's growth came from introduction of "a whole bunch of new products," says Marketing Vice President Conrad Colon, and from huge new warehouses to enhance distribution capabilities in the East (Massachusetts) and Southwest (Texas).

Another big winner is Cal-State Lumber Sales in San Ysidro, California (number 8)—showing a gain of $43.37 million, up from $104.01 million to $147.36 million during 1991. Positioned right on the Mexican border, Cal State buys rough cut lumber from Northern California and the Pacific Northwest, then sells the lumber to a plant in Tijuana, buys back finished moldings and frames, and sells them on both sides of the border.

The company made at least $10 million of that new money by simply turning their trash into inventory, grins Director of International Relations Mary Alice Acevedo. "Before, we had a big valley full of waste sawdust. Now we sell it to cogeneration plants in Northern California."

Another border business, International Bancshares Corp. (IBC) in Laredo, Texas, is also growing fast because of its "gift of geography." IBC, which is the nation's biggest minority owned bank, pushed revenues from $141.49 million to $161.85 million during 1991, and notched up one place on the 500—from number 6 to number 5.

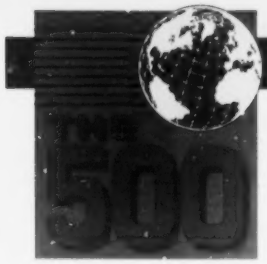
"Laredo has been booming ever since 1987 when Mexico joined the General Agreement on Tariffs and Trade (GATT)," declares IBC Senior Vice President Jorge Haynes. "Ever since then it has been one high leap to a higher high." Client service keeps the business once it's found, he says. It's CEO Dennis Nixon's motto to "stick to the basics, and serve the client as you'd like to be treated yourself."

What that means, for example, is that each bank officer, no matter what his or her other responsibilities, must make personal contact with a good sized group of current customers each month. "That's real target marketing," Mr. Haynes says.

A second Texas firm, San Antonio-based Pizza Management Inc. (number 73), distinguished its final year on the HISPANIC BUSINESS 500 with continued growth. The company, which has agreed to sell back all of its 236 Pizza Hut and Taco Bell franchises to PepsiCo, pushed sales up by $15 million in 1991, from $153.44 million to $130 million. According to the agreement Pizza Management's CEO Arturo Torres struck with PepsiCo, many of the franchisees he's selling will be resold to Hispanic entrepreneurs.

Two supermarket chains continue to rank in the top 10. Miami-based Sedano's Supermarkets (number 4) expanded under the direction of CEO Manuel Herran from $207 million in sales to $225 million during 1991. The Miami-based company, which serves mostly a Hispanic clientele with 23 supermarkets and 10 pharmacies, added a new market in South Miami during 1991, and another outlet in Hialeah this April.

The other high ranking supermarket



Top 10 Companies in Revenue Per Employee

	Company	$ Millions	Description
1	Mexalloy Int'l Inc.	7.45	Ferroalloys Dist.
2	Suram Trading Corp.	6.14	Seafood Importing
3	Malaco Int'l Inc.	4.00	Petroleum Products/Chemicals
4	Interamerican Trading & Products Corp.	3.13	Fresh and Frozen Seafood Importing
5	Delta Shoe Group Inc.	2.64	Footwear Importing/Dist.
6	Precision Trading Corp.	2.52	Consumer Electronics
7	Marman USA Inc.	2.18	Chemical Mfg./Dist.
8	Bacardi Imports Inc.	2.07	Rum/Wine Import/Dist.
9	High Coffee Corp.	1.88	Coffee Importing/Dist.
10	Plastec USA Inc.	1.80	Plastic/Chemical Sales

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Top 10 Companies By Revenue Growth

	Company	1991 ($ Million)	1990
1	Troy Ford	153.62	39.87
2	Goya Foods Inc.	410.00	330.00
3	Colsa Corp.	90.00	46.02
4	Cal-State Lumber Sales Inc.	147.36	104.01
5	T.R. Companies	46.28	12.50
6	Mexican Industries in Michigan Inc.	75.00	42.27
7	First Capital Advisers Inc.	43.00	12.00
8	Ramos Oil Company Inc.	87.60	60.01
9	International Bancshares Corp.	161.85	141.49
10	Lloyd A. Wise Inc.	117.00	98.00

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chain is Handy Andy Supermarkets in San Antonio (number 9). Handy Andy is one of three top 10 companies that did lose some ground in 1991—dipping from $154 million to $142.55 million. Handy Andy's President David Salazar explains that sales expansion was punctured in the final quarter of 1991 when the company got "caught in the crossfire of a price war" between other directly competing large South Texas supermarkets.

But growth will be good long term, Mr. Salazar predicts, because the company has plans in motion to expand its Hispanic niche position beyond the core San Antonio area, therefore also achieving greater economies of scale in purchasing. "We took an exciting first step in July 1991," he says, when the company shifted from the regional grocery distributor it had been using to the largest national distributor in the country.

Another top 10 company in San Antonio that took a sales hit in 1991 is America's third largest Hispanic-owned auto dealership, Ancira Enterprises Inc. (number 10). The company, which sells Chevrolet, Geo, Jeep Eagle, and GMC Trucks and motor homes through four dealerships in San Antonio and Temple, Texas, reports a falloff in sales for 1991 of $6 million—from $138 million to $132 million. CEO Ernesto Ancira, who has been running on the Republican ticket for a seat in the Texas State Senate, nevertheless also plans to boost company sales again in 1992 with the addition of one or two new dealerships.

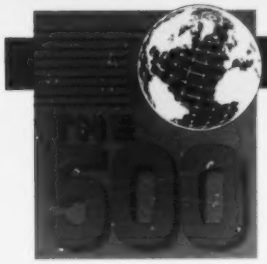
The biggest slide in sales among the top 10 came for the company that has led the HISPANIC BUSINESS 500 since 1984—the winner and still number 1 with 1991 sales of $580 million, Bacardi Imports in Miami. Bacardi reportedly wasn't all that surprised to see some slippage after its record breaking $402 million advance to $602 million for 1990. The $20 million revenue drop during '91 was more apparent than real, explains Bacardi's Human Resources VP Jose Aragon, because a new federal excise tax on spirits that went into effect on January 1, 1991 had spurred an estimated $15 million in "advance" buying just at the end of 1990.

Meanwhile, Bacardi did improve its profit picture in 1991, Mr. Aragon says, by widening the spread between the cost and sale price of its brands. The company has in fact "had a strategy of raising the shelf price of the [Bacardi] brand over the past three years," Mr. Aragon explains, "because relative to the image of the brand it was not at the correct price."

While the country's 500 biggest Hispanic owned companies generally show dynamic growth there is remarkable stability in geographic distribution. California, with 132 companies on the HISPANIC BUSINESS 500 listing, picked up two more companies to post a commanding lead over Florida, which dropped this year from 114 to 112. Texas finished third with 67 companies.

While there are more Hispanic companies in California, the Florida and Texas companies tend to be larger. In terms of total sales, the Florida companies lead with $2.8 billion. California is second with $1.9 billion, and Texas, with half the listed companies, is close to California with $1.5 billion. Total sales for the companies listed in each of these three states are about the same as last year.

In terms of industry mix, the largest sector dollar-wise is wholesaling ($2.4 bil-



lion, up from $1.9 billion in 1990), followed by service companies ($2.1 billion, up from $1.6 billion), and manufacturing ($1.9 billion, up from $.9 billion), for a total gain of $2.0 billion.

Although there was real growth in the wholesale, service, and manufacturing groups, at least half of their gain in 1991 results from a shift in our definition of industries. To be compatible with the sector breakdown used by the U.S. Bureau of the Census, we no longer list a separate "food" sector—which last year included 40 companies with revenues of $1.2 billion. These types of companies are now categorized by function (e.g., manufacturing, or wholesale) rather than product.

The smaller transport and finance industry groups are up $344 million and $49 million, respectively.

Retail businesses also comprise a large segment of the HISPANIC BUSINESS 500—$1.6 billion in 1991. This sector, however, shrank slightly overall, down about $258 million from 1990. Construction shrank by $47 million overall, to $746 million; diversified is down $29 million to $125 million; and agriculture is down $16 million to $12 million.

Total employment of the HISPANIC BUSINESS 500 was almost flat during 1991, up from 72,624 in 1990 to 72,762. In fact, however, most companies expanded their payroll. The numbers look stagnant because two temporary personnel agencies that together employed 6,487 during 1990 are not included in this year's listing. One of these agencies, Personnel Contractors in Minneapolis, is being reorganized. The other agency, CTI Temporaries, is no longer 51 percent Hispanic owned.

Pizza Management held onto the number 1 place in total employment, as it has each year since 1988, with an additional 700 employees—up from 4,600 in 1990 to 5,300 during 1991. But the Vincam Group, number 2 in total work force, tops the list in growth with: 1,700 new employees. This Miami-based employee leasing company, headed by Carlos Saladrigas, increased

Top 10 Companies By Percent Growth

	Company	1991 Revenue $ Million	1990 Revenue $Million	Percent Growth
1	Troy Ford	153.62	39.87	285
2	T.P. Companies	46.28	12.50	270
3	First Capital Advisers Inc.	43.00	12.00	258
4	D.V. Gonzalez Electric Inc.	9.65	3.11	210
5	Nelson Maintenance Services Inc.	11.00	4.45	147
6	Pharmed Group	31.81	14.64	117
7	Rosas Computer Company Inc.	23.05	11.70	97
8	Colsa Corporation	90.00	46.02	95
9	De La Fuente Auto Group	37.00	19.00	95
10	META Inc.	10.50	5.60	88

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Top 10 States

	State	# of Companies	Revenue $Million
1	CA	132	1,937
2	FL	112	2,778
3	TX	67	1,450
4	NY	27	510
5	VA	17	233
6	CO	15	564
7	NM	15	161
8	IL	15	110
9	AZ	12	108
10	NJ	11	517

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HISPANIC BUSINESS 500 By Sector

Sector	# Companies	% of Companies	Revenue $ Million
Service	134	26.8%	2,137
Wholesale	98	19.6%	2,444
Manufacturing	94	18.8%	1,908
Construction	82	16.4%	746
Retail	59	11.8%	1,599
Transport	21	4.2%	531
Finance	8	1.6%	400
Diversified	3	0.6%	125
Agriculture	1	0.2%	12
Total			**$9,922 M**

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its payroll from 2,500 to 4,200.

In sales per employee, Mexalloy International (number 30 on the HISPANIC BUSINESS 500) in Mobile, Alabama, leads the list for the fourth year. Mexalloy's small but productive work force distributes alloys used in steel manufacturing, and averages sales of $7.45 million per employee.

George Cruzado, chair of Technical Telephone Systems Inc. in New York (number 214), has with brother and equal partner Ray Pabon grown the business through innovative product development.

By all measures, it has been a year of extraordinary vigor for the Hispanic business community—a year of remarkable growth in the midst of recession. Based on these solid statistics, we have only the highest hopes for 1992, and now welcome information from all companies wishing to be considered for the listing.

The HISPANIC BUSINESS 500 includes only companies that are at least 51 percent owned by Hispanics who are U.S. citi-

Public Companies Headed by Hispanics

Going public is the eventual goal for most entrepreneurs starting a business. When a company finally takes this step, the initial investors are able to cash out a portion of their investment, often for millions of dollars.

Now a few companies that began under Hispanic ownership are beginning to go public. Those public companies that either retain the required 51 percent or more Hispanic ownership, or are headed by a Hispanic, are listed here. They are traded on major stock exchanges, such as the New York Stock Exchange (NYSE) or the National Association of Securities Dealers Automated Quotations (NASDAQ).

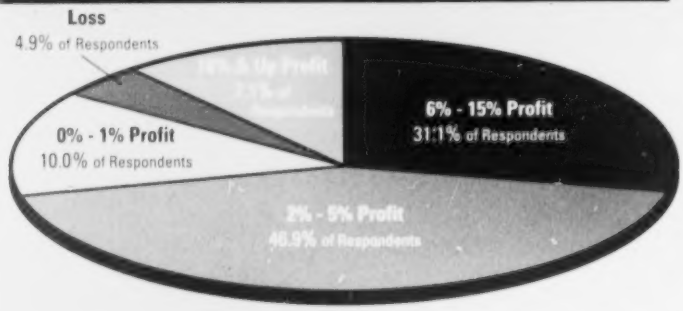
Of these, two companies are listed on the HISPANIC BUSINESS 500 as Hispanic owned: Candy's Tortilla Factory in Colorado and Latin Foods International in Los Angeles. Three companies listed last year are off this year. Coca-Cola Enterprises, Coke's biggest bottler, and Southwest Cafes (formerly El Chico Corp.) are no longer headed by Hispanics. And Miami's Southeast Bank has been taken over by First Union Bank.

Company, Location, Management, Exchange, and Symbol	1991 Sales $ Million
The Coca-Cola Company, Atlanta NYSE KO Roberto Goizueta, CEO	11,571.6
Office Depot, Delray Beach, Florida NYSE ODP David I. Fuente, CEO	1,301.0
Stanhome Inc., Westfield, Massachusetts NYSE STH Alejandro Diaz, CEO	710.2
Candy's Tortilla Factory Inc., Pueblo, Colorado NASDAQ CNDY Anthony Estrada, CEO	32.1
Preferred Homecare* of America, Miami Lakes, Florida NASDAQ PFRD Carlos Herrera, CEO	6.1
Latin Foods International, Los Angeles NASDAQ LATN Angel Santos, Chair, CEO	5.8
GB Foods, Anaheim, California NASDAQ GBFC Ruben Rodriguez, Chair	8.5**
Helix BioCore***, Minneapolis NASDAQ HLIX Manuel Villafaña, CEO	0

* In the process of being acquired by Home Intensive Care.
** Excludes sales of GB Foods' 39 Green Burrito franchises.
*** Possibly to be renamed ATS Medical Inc.

zens, and which are headquartered in one of the 50 states or Washington, D.C. While HISPANIC BUSINESS makes every effort to include all the largest U.S. Hispanic-owned companies, some businesses are not included because they chose not to disclose the information required, or did not provide it in a timely manner. Still, this 10th annual listing of the 500 is the most complete compilation of America's largest Hispanic owned businesses ever assembled.

HISPANIC BUSINESS 500 By Profit Range



YEAR FOUNDED

Decade	# Companies
Before 1960	55
1960s	68
1970s	181
1980s	191
After 1990	5

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In Memoriam

Antonio R. (Tony) Sanchez Sr.

One of the country's most prominent Hispanic business leaders, Antonio R. (Tony) Sanchez Sr., died recently in San Antonio. He was 75.

A truly Texan entrepreneur with a down-to-earth sense of humor, Mr. Sanchez made a fortune with the Sanchez-O'Brien Oil and Gas Corporation, which he founded in 1973 with his son Tony Jr. Together, in 1974 they discovered the largest natural gas field in history up to that time—in Zapata County, and Webb County (of which Laredo is the county seat). With 1991 sales of $29 million, Sanchez-O'Brien ranks number 73 on the HISPANIC BUSINESS 500.

But there's more. In 1966, with $1 million in capital, Mr. Sanchez helped found a modest bank in downtown Laredo. Under his leadership as chairman, it grew to become the International Bancshares Corp., a multi-bank holding company with 1991 assets of $1.7 billion and revenues of $161.85 million. It is the largest bank headquartered on the U.S./Mexico border and the biggest minority owned bank in the country, ranking number 5 on the 500.

As Mr. Sanchez told HISPANIC BUSINESS two years ago, IBC's founders wanted to build a bank that would serve the community, not just the big ranchers, because "unless you had some cow manure on your boots, you couldn't get a loan from the two banks that were here." Today International Bancshares Corp. is a network of 26 bank locations sweeping through the border communities of Laredo, San Antonio, Zapata, and the entire Rio Grande Valley. It employs more Hispanic men and women in leadership positions than all other Texas banks combined.

Dennis Nixon went to work for Mr. Sanchez in 1974 and became president of IBC in 1975. He remembers Mr. Sanchez as a man of enormous goals. "I spent most of my time trying to keep him from publicly predicting ever grander accomplishments for IBC," Mr. Nixon recollects fondly. "He was great at telling everyone that we were going to be a billion dollar bank, and that we needed to get there quick, because he was too old to wait around. Well, we did hit that billion dollar mark in 1990."

Maybe most remarkable is that this fabulously successful entrepreneur was in business almost 35 years—running a business equipment firm with Tony Jr.—before the big adventures started. But all along, this man who left school early to support his family was an ardent proponent of education: one of the organizers of Laredo Junior College and a founder, director, and major supporter of the 4 U Foundation of Laredo State University.

Mr. Sanchez also distinguished himself in the international community. He was on a first name basis with much of the leadership of Mexico and the United States, Mr. Nixon recalls, as an early and active supporter of North American free trade. He saw the beginning of a hemisphere-wide economic block, with Laredo and South Texas as a central sphere of influence.

The late, legendary Texas oil man and banker, Tony Sanchez Sr. (right), stands by the vault with International Bancshares Corp. CEO Dennis Nixon.

THE 500

Starting at the Top

Standing here between two of his favorite lines—Chevrolet and Toyota—is Lloyd Chavez, owner of Burt on Broadway in Englewood, Colorado, the largest Hispanic-owned automotive dealership in the country.

Nothing like starting at the top! Lloyd Chavez owns an auto sales and service company called Burt on Broadway in Englewood, Colorado that joins the HISPANIC BUSINESS 500 this year as number 2 with $422.68 million in sales and 565 employees. Only the perennial leader, Bacardi Imports, reports bigger sales.

In fact, it's been a long, hard climb to the top. Mr. Chavez says that "after growing up as poor as I was, I hoped some day to have more for my family. My desire to excel goes back to grade school, when I realized that a little fellow like me would have to try harder." In high school, weighing just 118 pounds, he made All-State quarterback for Colorado.

After serving in the Navy during World War II and then graduating from college, by 1950 Mr. Chavez was ready to begin his career. He had set his sights on working for a big business. General Motors looked good, and offered him a job—if he could wait three months.

He couldn't, so in the meantime GM lined up a temporary job for him with Nathan Burt, who had owned a Chevrolet dealership since 1939. Far from being the big business that Mr. Chavez was looking for, Burt Chevrolet at that time had only 31 employees and was the next to smallest dealership in the Denver area.

Mr. Chavez found that, to his surprise, he rather liked his interim position. After a few weeks he could even see a future at the little dealership. But, he says, "I never dreamt that I would take over the business and stay for 42 years."

At first the dealership had a strict allocation of no more than 30 cars a month. Mr. Chavez was the only new car salesperson. In the early years he worked seven days a week and often as late as 9:30, "when they would switch the lights off on me."

As the business gradually expanded, he worked his way up the organization. "It was not just one giant leap," he points out. Mr. Chavez became a used car lot manager, subsequently the general sales manager, and in 1975 the general manager. He started buying into the business in 1966, when Burt Chevrolet expanded to include the Toyota line and took on the overall name "Burt on Broadway."

Getting in on the ground floor of a dealership is not as costly as buying an existing franchise, Mr. Chavez points out, "but no dealerships come cheap." As a down payment, he signed his home over to Burt Chevrolet and borrowed the rest from the company.

For 10 years after buying into the Toyota dealership, Mr. Chavez says he "lived on an austerity plan." So in 1970, when Burt on Broadway added the Subaru line, he was able to increase his share of the import business from 25 to 35 percent.

Even though his career was moving faster than he ever dreamed possible, it did not really began to take off until 1975. "I was working at a slow pace for many years," Mr. Chavez recalls. It was in 1975 that he was able to buy into the Chevrolet dealership.

In 1982 Mr. Chavez became majority owner of the Burt on Broadway dealerships, purchasing the 35 percent of the business owned by Mr. Burt's son, Allen. Finally, in 1987, Mr. Chavez finished buying out the remaining shares owned by the Burt family. He made sure that his buyout agreement included the rights to continue calling the business "Burt on Broadway," since it had become "a household name."

The "on Broadway" part of the name is a conscious play on New York's famous avenue. "I had the idea for a marquee type of logo complete with lights," Mr. Chavez recollects. The business has 3,400 feet fronting on Colorado's Broadway, the main north-south street stretching from Denver south to Englewood.

Burt on Broadway is now a far cry from the little dealership Lloyd Chavez went to work for 42 years ago. It has 41 acres of cars, typically holding 700 new Chevrolets, 400 new Toyotas, 200 new Subarus, 150 new Geos, more than 100 new Daihatsus, and about 1,000 used cars.

Sales volume keeps rising constantly, even though the recession has hurt Denver worse than most areas. For personal reasons Mr. Chavez has not previously made his company's sales public. But he tells us now that in 1989 they had sales of $219 million, and jumped to $350 million in 1990. Then with the expansion of their fleet sales—to Hertz, Avis, U S West, and the Colorado police force—the company had its best year ever with sales volume of $423 million.

The difference in the auto business today as opposed to a decade ago, Mr. Chavez says, is that it has become consumer driven. "Nowadays there is no substitute for satisfying the customer," he explains. "Because people are more knowledgeable, we have to be able to answer their questions—even make sure that we volunteer information." As a result, the company has the highest customer satisfaction index in the Denver metropolitan area for every nameplate it carries.

HISPANIC BUSINESS

Rank 1992	Rank 1991	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1991 Sales*
1	1	**Bacardi Imports Inc.**, Miami, FL	Juan Grau	Rum/Wine Import/Dist.	280	1944	$580.00
2	•	**Burt on Broadway**, Englewood, CO	Lloyd G. Chavez	Automotive Sales & Svc.	565	1939	422.68
3	2	**Goya Foods Inc.**, Secaucus, NJ	Joseph A. Unanue	Hispanic Food Mfg./Mktg.	1,600	1936	410.00
4	3	**Sedano's Supermarkets**, Miami, FL	Manuel A. Herran	Supermarket Chain	1,485	1962	221.34
5	6	**International Bancshares Corp.**, Laredo, TX	Dennis E. Nixon	Financial Svcs.	620	1979	161.85
6	47	**Troy Ford**, Troy, MI	Irma B. Elder	Automotive Sales & Svc.	109	1967	153.62
7	8	**Pizza Management Inc.**, San Antonio, TX	Arturo G. Torres	Restaurant Chain	5,300	1975	150.00
8	12	**Cal-State Lumber Sales Inc.**, San Ysidro, CA	Benjamin Acevedo	Wood Product Sales	102	1984	147.36
9	5	**Handy Andy Supermarkets**, San Antonio, TX	A. Jimmy Jimenez	Supermarket Chain	1,700	1983	142.55
10	7	**Ancira Enterprises Inc.**, San Antonio, TX	Ernesto Ancira Jr.	Automotive Sales & Svc.	285	1983	132.00
11	9	**Capital Bancorp**, Miami, FL	Abel Holtz	Financial Svcs.	715	1974	126.96
12	4	**Van Dyke Dodge Inc.**[1], Warren, MI	Frank Galeana	Automotive Sales & Svc.	269	1977	124.50
13	10	**Frank Parra Autoplex**, Irving, TX	Mike and Tim Parra	Automotive Sales & Svc.	265	1971	123.25
14	13	**Lloyd A. Wise Inc.**, Oakland, CA	Anthony A. Batarse Jr.	Automotive Sales & Svc.	246	1914	117.00
15	•	**CTA Inc.**, Rockville, MD	C.E. (Tom) Velez	Aerospace/Defense Systems	950	1979	115.00
16	11	**Gaseteria Oil Corp.**, Brooklyn, NY	Oscar Porcelli	Gasoline Stations	465	1972	106.00
17	14	**Precision Trading Corp.**, Miami, FL	Israel Lapciuc	Consumer Electronics	42	1979	106.00
18	15	**Condal Distributors Inc.**, Bronx, NY	Nelson Fernandez	Food Dist.	250	1968	95.00
19	16	**TELACU**, Los Angeles, CA	David C. Lizarraga	Economic Develop./Financial Svcs.	720	1968	93.00
20	41	**Colsa Corp.**, Huntsville, AL	Francisco J. Collazo	Engineering Svcs.	660	1980	90.00
21	20	**Eagle Brands Inc.**, Miami, FL	Carlos M. de la Cruz Sr.	Beer Dist.	195	1984	89.40
22	17	**Northwestern Meat Inc.**, Miami, FL	Elpidio Nuñez	Beef/Seafood Dist.	120	1961	89.05
23	27	**Ramos Oil Inc.**, West Sacramento, CA	William Ramos	Petroleum Products Dist.	123	1951	87.60
24	24	**Ruiz Food Products Inc.**, Dinuba, CA	Frederick R. Ruiz	Mexican Food Mfg.	1,123	1964	77.85
25	28	**CareFlorida Inc.**, Miami, FL	Paul L. Cejas	Health Insurance	125	1986	75.50
26	44	**Mexican Industries in Michigan Inc.**, Detroit, MI	Henry J. Aguirre	Automotive Trim Mfg.	567	1979	75.00
27	23	**Rosendin Electric Inc.**, San Jose, CA	Raymond J. Rosendin	Electrical Contracting	500	1919	71.00
28	25	**H & H Meat Products Co. Inc.**[2], Mercedes, TX	Liborio E. Hinojosa	Meat Packing/Dist.	320	1947	68.92
29	35	**Infotec Development Inc.**, Santa Ana, CA	J. Fernando Niebla	Aerospace Engr./Systems Devel.	750	1978	68.66
30	19	**Mexalloy Int'l Inc.**, Mobile, AL	Enrique Gomez Palacio	Ferroalloys Dist.	9	1984	67.06
31	26	**Vega Enterprises Inc.**, Las Vegas, NV	Rafael E. Vega	Variety Store Prod. Dist.	135	1978	64.89
32	34	**Pan American Hospital**, Miami, FL	Carolina Calderin	Hospital Svcs.	611	1963	62.55
33	30	**Gator Industries Inc.**, Hialeah, FL	Guillermo Miranda Jr.	Shoe Mfg.	1,050	1970	61.00
34	29	**RJO Enterprises Inc.**, Lanham, MD	Richard J. Otero	Computer/Telecomm. R&D	550	1979	61.00
35	36	**Avanti Press Inc.**, Miami, FL	Joe Arriola	Web Offset Printing Svcs.	375	1965	60.10
36	32	**Pacifica Services Inc.**, Pasadena, CA	Ernest M. Camacho	Engineering Svcs.	700	1979	56.45
37	46	**Bared and Company Inc. (The)**, Miami, FL	Jose P. Bared	Mechanical Contracting	400	1967	52.00
38	40	**Cacique Inc.**, Industry, CA	Gilbert L. de Cardenas	Cheese & Meat Mfg./Dist.	240	1974	51.75
39	39	**Business Men's Insurance Corp.**, Miami, FL	Antonio M. Sierra	Life/Health Insurance	50	1973	51.60
40	21	**Gus Machado Enterprises Inc.**, Hialeah, FL	Gus Machado	Automotive Sales & Svc.	116	1984	47.68
41	49	**Advanced Sciences Inc.**, Albuquerque, NM	Ed L. Romero	Engineering/Environ. R&D	513	1977	47.28
42	38	**La Reina Inc.**, Los Angeles, CA	Mauro P. Robles	Mexican Food Mfg.	483	1958	47.00
43	163	**T.R. Companies**, Houston, TX	Teresa Rodriguez	Fin./Ins./Comp. Svcs, Emp. Leasing	30	1985	46.28
44	•	**Miami Honda/Central Hyundai**, Miami, FL	Carlos M. de la Cruz Sr.	Automotive Sales & Svc.	132	1990	46.22
45	42	**World Travel and Incentives Inc.**, Minneapolis, MN	Robert De Lafayette Cox	Travel Svcs.	160	1975	44.73
46	37	**AIB Financial Group Inc.**, Miami, FL	Jose M. Alvarez	Financial Svcs.	250	1986	44.20
47	172	**First Capital Advisers Inc. & Affil.**, New York, NY	Gerry Angulo	Money Management Svcs.	35	1987	43.00
48	•	**Suram Trading Corp.**, Coral Gables, FL	Guido Adler	Seafood Importing	7	1983	43.00
49	54	**Vincam Group (The)**, Miami, FL	Carlos A. Saladrigas	Employee Leasing	4,200	1985	43.00
50	33	**Refricenter of Miami Inc.**, Miami, FL	Cirilo Hernandez	A/C & Refrig. Dist.	102	1971	42.00

• Not on 1991 list. *In millions of dollars, as of December 31, 1991. Sales figures appear as reported to Hispanic Business by authorized company representatives. Many companies submitted financial statements.

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[1] DBA Galeana's Van Dyke Dodge Inc. [2] DBA H&H Foods.

HISPANIC BUSINESS

Rank 1992	Rank 1991	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1991 Sales*
51	43	**Frederick Cadillac Inc.**, Lebanon, PA	Frederick C. Laurenzo	Automotive Sales & Svc.	85	1984	41.29
52	48	**Gato Distributors**, Miami, FL	Juan A. Galan Jr.	Beer Dist.	135	1986	40.20
53	51	**J.T. Slocomb Co.**, S. Glastonbury, CT	E. John Gregory	Aircraft Engine Components	430	1891	39.45
54	45	**Metro Ford Inc.**, Miami, FL	Lombardo Perez	Automotive Sales & Svc.	99	1983	39.00
55	108	**De La Fuente Auto Group**, El Cajon, CA	Roque De La Fuente	Automotive Sales & Svc.	104	1980	37.00
56	60	**National Systems & Research Co.**, Colo. Springs, CO	Celestino E. Archuleta	Information Systems Svcs.	572	1980	35.80
57	55	**Reynoso Bros. Int'l**, City of Industry, CA	Jose Reynoso	Mexican Food Dist.	80	1968	35.60
58	58	**Alrod International Inc.**, Burlingame, CA	Alberto M. Rodriguez	Customs Broker/Freight Fwdg.	60	1978	35.18
59	52	**Mason Distributors Inc.**, Hialeah, FL	Carlos J. Rodriguez	Vitamins/Healthcare Prod. Dist.	200	1967	34.00
60	70	**RioStar Corp.**[3], Houston, TX	Roland D. Laurenzo	Tex-Mex Specialty Rest. Chain	1300	1973	34.00
61	76	**Microretailing Inc.**, Miami, FL	Francisco Victoria	Microcomputer Svcs.	62	1983	33.00
62	104	**Comprehensive Technologies Int'l Inc.**, Chantilly, VA	Celestino M. Beltran	Software Develop./Systems Integ.	525	1980	32.30
63	78	**Candy's Tortilla Factory Inc.**, Pueblo, CO	Anthony J. Estrada	Tortillas/Tortilla Chip Mfg.	480	1957	32.10
64	57	**Magnet Industrial Group Inc.**, Milford, CT	John Soto	Aircraft Parts/Computer Disks Mfg.	250	1970	32.00
65	142	**Pharmed Group**, Miami, FL	Carlos M. de Cespedes	Pharm./Medical Supplies Dist.	83	1981	31.81
66	91	**Torrado Inc.**[4], San Antonio, TX	Alberto M. Torrado	Automotive Sales & Svc.	86	1983	31.78
67	59	**TAMSCO**, Calverton, MD	N.R. Innerbichler	Electronics Mfg. & Telecom.	439	1982	30.26
68	63	**Spanish Broadcasting System Inc.**, New York, NY	Raul Alarcon Jr.	Radio Stations	180	1983	30.10
69	100	**Sani Serv**, Indianapolis, IN	Gabriel E. Aguirre	Ice Cream & Yogurt Machine Mfg.	120	1977	30.00
70	73	**C&F Foods Inc.**, City of Industry, CA	Manuel G. Fernandez	Dried Beans/Rice/Popcorn Dist.	70	1975	29.54
71	62	**Stadium Lincoln-Mercury**, Youngstown, OH	Flor Navarro	Automotive Sales & Svc.	80	1983	29.40
72	56	**1-Day Paint & Body Centers Inc.**, Torrance, CA	Javier R. Uribe Sr.	Auto Painting/Bodywork	450	1967	29.00
73	65	**Sanchez-O'Brien Oil & Gas Corp.**, Laredo, TX	A.R. Sanchez Sr.	Oil/Gas Exploration & Devel.	80	1973	29.00
74	•	**Essco Wholesale Electric Inc.**, Gilbert, AZ	Timothy D. Tapia	Electrical Supplies Dist.	90	1976	28.00
75	96	**Malaco Int'l Inc.**, San Francisco, CA	Manuel Llama	Petroleum Prod./Chemicals Dist.	7	1977	28.00
76	79	**Mendez Dairy /Tropical Cheese Ind.** Perth Amboy, NJ	Rafael Mendez	Dairy/Cheese Mfg.	90	1974	28.00
77	83	**F. Gavina and Sons Inc.**, Vernon, CA	Pedro L. Gavina	Specialty Coffee Roasting	125	1967	27.70
78	66	**Popular Ford Sales Inc.**, Brooklyn, NY	Harry F. Risso	Automotive Sales & Svc.	69	1980	27.44
79	88	**Paul Young Auto Mall**, Laredo, TX	Paul H. Young Jr.	Automotive Sales & Svc.	114	1941	26.98
80	67	**Solvents & Chemicals Inc.**, Pearland, TX	Gabriel Baizan	Solvents/Chemicals Pkg./Dist.	62	1981	26.68
81	•	**Delta Shoe Group Inc.**, Miami, FL	Homero R. de la Torre	Footwear Importing/Dist.	10	1975	26.40
82	90	**El Dorado Furniture Corp.**, Miami, FL	Manuel Capo	Home Furnishings Sales	248	1967	26.22
83	68	**Camino Real Chevrolet**, Monterey Park, CA	Mike A. Hernandez Sr.	Automotive Sales & Svc.	90	1976	25.00
84	101	**Washington Consulting Group Inc., (The)**, Wash., DC	Armando C. Chapelli Jr.	Aviation/Computer Systems Svcs.	370	1979	24.30
85	89	**Dickshire Distributing**, El Paso, TX	Ramiro Guzman	Beer Dist.	97	1988	24.30
86	•	**MVM Inc.**, Falls Church, VA	Dario O. Marquez Jr.	Investigation/Security Svcs.	798	1979	24.17
87	86	**Marman USA Inc.**, Tampa, FL	Frank G. Cisneros	Chemical Mfg./Dist.	11	1982	24.00
88	74	**Intercontinental Metals Inc.**, Miami, FL	Antonio Guedes	Aerospace Metals Dist.	37	1978	23.45
89	99	**San Diego Wholesale Electric**, San Diego, CA	Robert S. Zamarripa Jr.	Electrical Supplies Dist.	53	1983	23.10
90	180	**Rosas Computer Co. Inc.**, Corpus Christi, TX	Leo Rosas	Computer Sales/Svc.	86	1983	23.05
91	124	**Tamiami Automotive Group**, Miami, FL	Carlos Planas	Automotive Parts, Sales & Svc.	73	1989	22.37
92	118	**Development Associates Inc.**, Arlington, VA	Leveo V. Sanchez	Mgmt. Svcs./Govt. Consulting	80	1969	22.21
93	94	**De Lara Travel Consultants**, Coral Gables, FL	Hector G. De Lara Jr.	Corporate Travel Svcs.	46	1974	22.00
94	95	**Graphic Productions Corp.**, Miami, FL	Noel Hernandez	Comm. Web Offset Printing	170	1974	22.00
95	•	**JAK Construction Inc.**, Falls Church, VA	Jorge A. Kfoury	Commercial Interior Contracting	45	1982	21.48
96	145	**Scion Steel Inc.**, Warren, MI	Carlos E. Hurches	Steel Dist.	50	1984	21.42
97	72	**Metro Litho Inc.**, Moonachie, NJ	Manuel de Torres	Comm. Web Offset Printing	100	1964	21.40
98	•	**Steve's Equipment Service Inc.**, West Chicago, IL	Stephen L. Martines	Const. Equip./Sales/Svc./Leasing	61	1968	21.33
99	93	**Matlyn-Stofel Foods Inc.**, Brooklyn, NY	Roberto Arguello	Supermarket Chain	180	1982	21.30
100	152	**Government Micro Resources Inc.**, Chantilly, VA	Humberto A. Pujals	Microcomputer/Network Systems	50	1981	21.20

• Not on 1991 list *In millions of dollars, as of December 31, 1991. Sales figures appear as reported to Hispanic Business by authorized company representatives. Many companies submitted financial statements.

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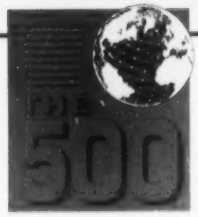

HISPANIC BUSINESS

Rank 1992	Rank 1991	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1991 Sales*
101	87	**Cantu Services Inc.**, Burkburnett, TX	Ricardo M. Cantu	Govt. Food Svc. Contracting	850	1981	21.00
102	•	**Aucoin & Miller Electric Supply Co.**, Houston, TX	B.T. (Tom) Miller	Electrical Supplies Svcs.	65	1967	20.94
103	127	**King Taco Restaurants Inc.**, Los Angeles, CA	Raul O. Martinez	Fast Food Restaurant Chain	417	1974	20.84
104	113	**Casey Luna Ford-Mercury Inc.**, Belen, N.M.	Casey Luna	Automotive Sales & Svc.	59	1981	20.45
105	•	**Dial-A-Mattress**, Long Island City, NY	Napoleon Barragan	Mattress Sales	150	1977	20.40
106	141	**O.R.A Corp.**[1], San Diago, CA	Oscar M. Ancira Sr.	Frozen Mexican Food/Mfg.	225	1984	20.10
107	69	**All-State Packing Co. Inc.**, San Antonio, TX	Jesse M. Quiroz	Beef Packing	85	1966	20.00
108	125	**Plastec U.S.A. Inc.**, Miami, FL	Hector V. Sosa	Plastic/Chemical Sales	11	1985	19.80
109	134	**R.L. Chaides Construction Co. Inc.**, Fremont, CA	Rudy L. Chaides	Gen. Engineering/Concrete Const.	100	1959	19.80
110	106	**Spillis Candela & Partners Inc.**, Coral Gables, FL	Hilario F. Candela	Architect./Engineering Svcs.	170	1926	18.89
111	•	**Electropolis Corp.**, Miami, FL	Tulio Rodriguez	Consumer Electronics Dist.	17	1988	18.58
112	110	**Kemron Environmental Services Inc.**, McLean, VA	Juan J. Gutierrez	Environmental Consulting	250	1975	18.58
113	111	**Cabo Distributing Company Inc.**, South El Monte, CA	Federico Cabo	Beer/Wine/Liquor Import./Dist.	34	1970	18.48
114	151	**Valverde Construction Inc.**, Whittier, CA	Joe A. Valverde	Underground Utilities Installation	144	1972	18.39
115	•	**Salazar Construction Inc.**, Corpus Christi, TX	Ismael C. Salazar	General Contracting	75	1960	18.21
116	129	**Supreme International Corp.**, Miami, FL	George Feldenkreis	Men's Apparel Mfg.	120	1961	18.06
117	122	**Dynamic Ocean Svcs. Int'l Inc.**, Houston, TX	Alexander G. Arroyos Sr.	Customs Broker/Freight Fwdg.	48	1973	18.00
118	92	**Gateway Chevrolet & Geo**, La Mirada, CA	Michael A. Padilla	Automotive Sales & Svc.	60	1985	18.00
119	148	**La Villarena Inc.**, Miami, FL	Osvaldo J. Castillo	Meat Products Dist.	30	1972	18.00
120	121	**McBride & Associates Inc.**, Albuquerque, NM	Teresa McBride	Computer Products/Svcs.	35	1985	17.00
121	166	**Hernandez Engineering Inc.**, Houston, TX	Miguel A. Hernandez Jr.	Engineering Svcs.	345	1983	16.79
122	130	**Gonzalez Design Engineering**, Madison Heights, MI	R. J. Gonzalez	Engineering Consulting	325	1975	16.70
123	192	**UniBoring Company Inc.**, Livonia, MI	Facundo Bravo	Precision Machining	90	1978	16.70
124	120	**Syst., Requirements & Svcs. Assoc.**, Arlington, VA	Ramon A. Alvarez	Aviation-Related Consult./Training	324	1983	16.47
125	136	**Sun Eagle Corp.**, Chandler, AZ	Martin Alvarez	General Contracting	35	1978	16.40
126	150	**Tramex Travel**, Austin, TX	Juan Portillo	Travel Svcs.	42	1984	15.80
127	•	**Blue Star Ready Mix Inc.**, Moorpark, CA	James P. Sandoval	Const. Mat./Ready Mix Concrete	115	1976	15.76
128	140	**Carfel Inc.**, Miami, FL	George Feldenkreis	Aftermarket Transmission Parts	120	1961	15.74
129	224	**Bonanza Tire Sales Inc.**, Houston, TX	Rudolf J. Lozano	Tire Sales	51	1976	15.70
130	204	**Northbrook Computers Inc.**, Northbrook, IL	Carlos M. Frum	Microcomputer/Network Systems	33	1980	15.66
131	135	**World Variety Produce Inc.**, Vernon, CA	Joe V. Hernandez	Wholesale Produce	70	1984	15.60
132	•	**Injectronics Inc.**, Clinton, MA	Carlos M. Barañano	Plastic Injection Molding	135	1942	15.50
133	235	**Scientech Inc.**, Idaho Falls, ID	Larry J. Ybarrondo	Environmental Safety/Waste Mgmt.	250	1983	15.48
134	115	**Richard Electric Supply Co. Inc.**, Miami, FL	Julian Fernandez Jr.	Electrical Supplies Dist.	61	1961	15.26
135	128	**Hoffman-Cortes Contracting Co.**, Kansas City, MO	Gary H. Cortes	General Contracting	35	1921	15.20
136	189	**Bi-State Holdings Inc.**, Milan, IL	Robert Ontiveros	Industrial Packaging Mfg.	100	1974	15.18
137	191	**Allee Construction Co. Inc.**, Los Angeles, CA	Oscar Bracamonte	General Contracting	45	1973	15.00
138	175	**Republic-Lagun Machine Tool Co.**, Carson, CA	Norbert Toubes	Machine Mfg.	79	1969	15.00
139	221	**Sound Electric Corp.**, Bronx, NY	Lawrence Rego	Electrical Contracting	103	1981	15.00
140	126	**Union General Insurance Co.**, Miami, FL	Julio E. Marty	Auto Insurance	90	1984	14.62
141	•	**Economy Laundries Inc.**, El Paso, TX	J.C. Viramontes	Industrial Laundry Svcs.	610	1972	14.58
142	•	**Northeast Commonwealth Inc.**, Lakewood, NJ	Juan A. Gutierrez	Road/Bridge/Treatment Plant Const.	40	1978	14.50
143	165	**Securiguard Inc.**, McLean, VA	Patricia De L. Marvil	Security/Maintenance Svcs.	700	1982	14.29
144	107	**Commercial Lumber and Pallet Co. Inc.**, Industry, CA	Raymond Gutierrez	Lumber & Pallet Mfg.	150	1941	14.28
145	184	**Andes Chemical Corp.**, Miami, FL	Fernando Espinosa	Chemicals Dist.	8	1986	14.00
146	71	**Best Western Paving Co.**, Walnut, CA	James Ortega	Gen. Engineering/Paving	92	1976	14.00
147	149	**G. Valdes Enterprises Inc.**, Palatine, IL	Gilberto Valdes	Janitorial Svcs.	12	1973	14.00
148	139	**Marsden Reproductions Inc.**, New York, NY	Frank Flores	Comm. Printing/Graphics	129	1950	14.00
149	196	**Intra-Amer. Found. & Drilling Co. Inc.**, Phoenix, AZ	Salvador H. Altamirano	Foundation Construction	103	1986	13.95
150	•	**Borrell Inc.**, Tampa, FL	Anthony J. Borrell Jr.	Electr. Const./Fire Protection Syst.	150	1947	13.91

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HISPANIC BUSINESS

Rank 1992	Rank 1991	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1991 Sales*
151	167	**Raemica Corp., (The)**[6], Highland, CA	Thomas R. Serrato	Beef/Pork/Sausage Dist.	50	1978	13.70
152	•	**Baca Motors Inc.**, Belen, NM	Ruben Albert Baca	Automotive Sales & Svc.	38	1984	13.69
153	153	**M/G Electric Co.**, Medley, FL	Manuel Garcia Jr.	Electric Motor Sales/Svc.	135	1986	13.50
154	•	**Omniplan Corp.**, Culver City, CA	R. E. Montijo Jr.	Tech. Consult./Training Svcs.	325	1971	13.45
155	•	**Sherikon Inc.**, Chantilly, VA	Edward R. Fernandez	Engineering/System Integ.	193	1985	13.45
156	210	**Robert Escudero Inc.**, Altadena, CA	Robert Escudero	General Contracting/Asphalt Paving	40	1978	13.30
157	164	**Vanegas Enterprises Inc.**[7], Louisville, KY	Guillermo J. Venegas Sr.	Plastic Pipes/Ventilation Mfg.	110	1972	13.26
158	•	**Ramona's Mexican Food Products**, Gardena, CA	Ramona Acosta Bañuelos	Mexican Food Mfg.	245	1946	13.20
159	213	**Fred Burgos Construction Co. Inc.**, Montgomery, AL	Fred Burgos	General Contracting	92	1972	13.12
160	•	**Florida Lumber Co.**, Miami, FL	Ignacio Perez	Building Materials Sales	70	1967	13.08
161	181	**Solares Florida Corp.**, Miami, FL	Alberto E. Solares	Industr. Process Equip. Mfg.	34	1975	13.01
162	169	**Allstate Specialty Services Inc.**, Long Island City, NY	Rey J. Nieto	Janitorial/Painting Svcs.	450	1980	13.00
163	170	**Beagle Products Inc.**[8], Miami, FL	Rafael Puga	Fish/Seafood Importing	15	1987	13.00
164	262	**Advanced Data Concepts Inc.**, Portland, OR	Frank E. Rivera Sr.	Computer Software Engr. Systems	450	1979	12.68
165	251	**Computer Resource Management Inc.**, Herndon, VA	Ervin E. Torrez	Computer Software Svcs.	170	1978	12.59
166	220	**Air Conditioning Systems Inc.**, La Habra, CA	Richard E. Cervantes	Gen./Mechanical Contracting	18	1983	12.50
167	173	**Interamerican Trading & Products Corp.**, Miami, FL	Claudio A. Feuermann	Fresh/Frozen Seafood Importing	4	1983	12.50
168	203	**La Pizza Loca Inc.**, Buena Park, CA	Alex Meruelo	Restaurant Chain	800	1986	12.50
169	198	**Lucero Computer Products**, Idaho Falls, ID	Yvonne R. Lucero	Computer Sales & Svc.	25	1983	12.32
170	133	**All Modes Transport Inc.**, Elizabeth, NJ	Anthony Ruiz	Transportation/Warehousing/Dist.	50	1983	12.00
171	•	**Roto Industries**, Anaheim, CA	Raul O. Rangel	Automated Refuse Container Mfg.	68	1979	12.00
172	•	**HI-TEC Associates Inc.**, Lakeland, FL	Joseph M. Gonzalez	Technical/Engineering Svcs.	280	1983	11.86
173	143	**Oscar J. Ortega Ranches**, Thermal, CA	Oscar J. Ortega	Grape/Citrus/Vegetable Growers	1000	1966	11.80
174	161	**Titan Rubber & Supply Co. Inc.**, San Jose, CA	David M. Rodrigues	Industrial Rubber Dist.	32	1976	11.80
175	•	**Herman/Miles Trucking Inc.**, El Paso, TX	Rudolph Miles Jr.	Trucking Svcs.	80	1984	11.75
176	158	**Crossland Construction Co. Inc.**, Columbus, KS	Ivan L. Crossland	Comm. Building Contracting	60	1977	11.66
177	183	**Ankmar Door Inc.**, Denver, CO	Robert A. Martinez	Garage/Elect. Door Mfg./Dist.	50	1956	11.50
178	155	**Albert H. Halff Associates Inc.**, Dallas, TX	Jose I. Novoa	Architect./Engineering Svcs.	175	1950	11.35
179	•	**ZMG Inc.**[9], Fontana, CA	Joe J. Gomez	Food Dist.	14	1979	11.29
180	375	**Nelson Maintenance Services Inc.**, Yonkers, NY	Nelson Gisbert	Janitorial/Painting Svcs.	350	1976	11.00
181	239	**Valencia Motors Inc.**, Santa Fe, NM	Henry Valencia	Automotive Sales & Svc.	35	1990	10.85
182	•	**Specialty Materials Co. Inc.**, Santa Ana, CA	John M. Magaña	Building Material Dist.	20	1978	10.64
183	277	**G.S.E. Construction Co. Inc.**, Livermore, CA	Orlando Gutierrez	General Contracting	50	1980	10.56
184	238	**Dixie Numerics Inc.**, Lake City, GA	Roderick A. Suarez	Precision Machining/Stampings	81	1961	10.53
185	•	**Airparts Co. Inc.**, Wichita, KS	Marta E. Maxwell	Aircraft Parts Dist.	22	1963	10.50
186	218	**Algus Enterprises Inc.**, Miami, FL	Gustavo R. Lima	Tire/Tubes Dist.	16	1974	10.50
187	330	**META Inc.**, Miami, FL	Maria Elena Toraño	Computer/Environ. Mgmt. Svcs.	130	1980	10.50
188	187	**Miramar Electric Supply Co.**, Miami, FL	Hector M. Rivero	Electrical/Electronic Supplies Dist.	22	1974	10.50
189	217	**Pueblo Broadcasting Corp.**, Houston, TX	Jose Adan Treviño	Spanish Television Station	53	1984	10.49
190	205	**Saez Refrigeration Inc.**, Miami, FL	Pedro Justo Saez	A/C & Refrig. Supplies Dist.	50	1978	10.48
191	•	**Duran Oil Company**, Trinidad, CO	J.R. Duran	Gasoline/Diesel/Lubricants Dist.	25	1977	10.30
192	199	**South Coast Construction Services Inc.**, Houston, TX	David K. Milam Sr.	General Contracting	125	1981	10.25
193	156	**Gancedo Lumber Co. Inc.**, Miami, FL	Martin A. Perez	Hardware/Building Material	66	1968	10.20
194	200	**La Rosa Del Monte Express Inc.**, Bronx, NY	Hiram Rodriguez	Moving/Shipping/Storage	114	1969	10.20
195	194	**Alaniz & Sons Inc.**, Mt. Pleasant, IA	Salvador Alaniz Sr.	Direct Mail Svcs.	300	1978	10.19
196	177	**H-R Industries Inc.**, Richardson, TX	Paul R. Dickinson	Printed Circuit Board Mfg.	119	1976	10.17
197	•	**Best Meridian Insurance Co.**, Coral Gables, FL	Leonard J. Pelletiere	Life Insurance	13	1987	10.15
198	215	**Consol. Drum Recondit. Co. Inc.**, Montebello, CA	Joseph Cruz	Steel Drum Reconditioning	150	1952	10.11
199	176	**Chihuahua Inc.**, Fresno, CA	Frank J. Villegas	Mexican Food Mfg./Dist.	220	1947	10.09
200	208	**Cordova Bolt Inc.**, Buena Park, CA	Moses E. Cordova	Nut/Bolt/Screw Dist.	45	1975	10.05

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HISPANIC BUSINESS

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201	•	**MCC Marble Ceramic Center**[18], Miami, FL	Juan Carlos Monzon	Tile/Marble/Related Prod. Sales	40	1984	10.03
202	•	**Burtin Corp.**, Santa Ana, CA	Carlos Burtin	Polyurethane Foam Prod. Mfg.	16	1982	10.00
203	202	**Casa Herrera Inc.**, Los Angeles, CA	Alfred J. Herrera	Processing Equip Mfg.	150	1970	10.00
204	•	**Electric Supply of Salinas**, Salinas, CA	J. Luis Zabala Sr.	Electrical Supplies Dist.	60	1943	10.00
205	174	**Orange Coast Electric Supply Co. Inc.**, Irvine, CA	Jim Espinosa	Electrical Supplies Dist.	35	1980	10.00
206	•	**Philatron International Inc.**, Santa Fe Spring, CA	Phillip Ramos Jr.	Electronics/Electr. Wire/Cable Mfg.	45	1974	10.00
207	160	**S.O.S. Office Systems Inc.**, Pinellas Park, FL	Mitchell A. Meana	Office Machines	100	1972	10.00
208	•	**Softool Corp.**, Goleta, CA	Leon Presser	Software Products Devel.	100	1977	10.00
209	214	**Captree Chemical Corp.**, West Babylon, NY	Ernest P. Gonzalez	Chemicals Dist.	28	1977	9.86
210	157	**L&M Technologies Inc.**, Albuquerque, NM	Dennis S. Woywood	Engineering & Network Systems	200	1972	9.86
211	232	**City Wide Security Services Inc.**, Brooklyn, NY	Pedro L. Perez Sr.	Security Guard Svcs.	420	1972	9.82
212	119	**Sapper Construction Co.**, San Diego, CA	E.H. Sapper	Concrete Paving Contracting	70	1963	9.76
213	460	**D.V. Gonzalez Elec. & Gen. Contr.**, East Rochester, NY	Dale V. Gonzalez	Electrical/General Contracting	25	1980	9.65
214	265	**Technical Telephone Systems Inc.**, Staten Island, NY	George Cruzado	Telecom. Systems Sales/Svc.	83	1980	9.50
215	300	**Vasallo Construction Inc.**, Miami, FL	Pedro E. Vasallo	General Contracting	15	1973	9.50
216	207	**High Coffee Corp.**, Houston, TX	Antonio R. Piñero	Coffee Importing/Dist.	5	1986	9.42
217	190	**Cardenas Motors Inc.**, Brownsville, TX	Renato E. Cardenas	Automotive Sales & Svc.	43	1971	9.25
218	211	**Sosa, Bromley, Aguilar & Assoc.**, San Antonio, TX	Lionel Sosa	Advertising Agency	70	1981	9.23
219	182	**R&R Masonry Inc.**, North Hollywood, CA	Rennie C. Tejeda	Masonry Contracting	70	1963	9.20
220	245	**Sausedo Metal Products Inc.**, San Jose, CA	Robert A. Sausedo	Metal Products Mfg.	130	1971	9.17
221	186	**Project Advisers Corp.**, Miami, FL	Linda F. Murphy-Barrera	Property Management	35	1975	9.15
222	229	**Arroyo Process Equipment**, Clearwater, FL	Frank Arroyo Sr.	Industrial Equipment Dist.	21	1968	9.10
223	230	**Henry Valencia Inc.**, Española, NM	Henry Valencia	Automotive Sales & Svc.	40	1981	9.07
224	•	**Mevatec Corp.**, Huntsville, AL	Nancy E. Archuleta	Aerospace Engineering Svcs.	75	1985	9.06
225	244	**McLean Cargo Specialists Inc.**, Humble, TX	Angel F. Jimenez	Int'l Freight Forwarding	80	1970	9.05
226	97	**Pacific Van & Storage Co. Inc.**, Torrance, CA	Henry A. Pontes	Moving & Storage	100	1951	9.00
227	178	**Southern Volkswagen Subaru & Olds.**, Waldorf, MD	Agustin F. Otero	Automotive Sales & Svc.	28	1970	8.98
228	281	**Nemesis Distributors Inc.**, Miami, FL	Yolanda Rodriguez	Office Equipment Dist.	20	1985	8.97
229	•	**Cavazos Candy Prod. & Groc. Whsl. Inc.**, Laredo, TX	Ruben Cavazos Sr.	Candy/Produce/Grocery Dist.	42	1978	8.93
230	248	**Quality Printed Circuits Corp.**, Phoenix, AZ	Robert L. Gonzalez	Circuit Board Mfg.	100	1914	8.92
231	171	**Delma Construction Co.Inc.**, Bronx, NY	Emanuel Ciminello Jr.	General Contracting	30	1978	8.90
232	257	**Borbon Inc.**, Buena Park, CA	David Morales	Painting/Wall Covering	150	1975	8.80
233	243	**Wolfberg/Alvarez and Assoc. Inc.**, Miami, FL	David A. Wolfberg	Architect./Engineering/Int. Design	85	1976	8.80
234	360	**Valor Financial Group**, Miami, FL	Jack Valor	Int'l Life/Health Insurance Sales	213	1976	8.75
235	293	**CSR Construction Corp.**, Nutley, NJ	Francisco J. Salas	Architect./Engineering/Int. Design	23	1982	8.61
236	366	**J.R. Food Service Inc.**, Chino, CA	Jeff Duran	Food Svcs.	20	1963	8.60
237	246	**Home Educ. Livelihood Prog. Inc.**, Albuquerque, NM	Ernest E. Ortega	Housing Social Svcs.	700	1965	8.55
238	216	**Metro Beer & Soda Distributors Inc.**, Bronx, NY	Carlos David Nazario Jr.	Beverage Dist.	15	1969	8.50
239	306	**Deneba Systems Inc.**, Miami, FL	Manuel E. Menendez	Microcomputer Software Mfg.	58	1986	8.44
240	226	**Consol. Steel & Alum. Fence Co. Inc.**, Kenilworth, NJ	Paul Cacicedo Sr.	Fence Installation	45	1958	8.40
241	272	**JJJ Floor Covering Inc.**, Pico Rivera, CA	Jose Gutierrez	Carpet/Floor Covering	40	1964	8.33
242	•	**Tube America Inc.**, Houston, TX	Cosme J. Salazar	Steel/Steel-Related Prod. Dist.	15	1988	8.33
243	294	**ProServe Corp.**, Denver, CO	Joseph M. Aragon	Food Service Mgmt.	472	1964	8.26
244	287	**Diaz Wholesale & Mfg. Co. Inc.**, Atlanta, GA	Rene M. Diaz	Mex./Cub./Afr./Carib. Food Dist.	39	1980	8.20
245	303	**North American Trade Corp.**, Houston, TX	Jorge Guiloff	Transport/Const. Equip. Dist.	17	1984	8.16
246	•	**Lowell Press Inc. (The)**, Kansas City, MO	Hugo R. Manco	Commercial Printing Svcs.	83	1913	8.15
247	234	**P&E Terminal Co. Inc.**, Wilmington, CA	Elisa J. Aguilera	Bonded Warehouse	71	1978	8.13
248	255	**Vimari Corp.**, Miami, FL	Orlando L. Bajos	Perfume/Cosmetic Dist.	20	1980	8.04
249	320	**Roses Southwest Papers Inc.**, Albuquerque, NM	Roberto E. Espat	Paper Products Mfg.	37	1985	8.01
250	260	**Ameritrans Cargo Brokers Inc.**, Miami, FL	Luz D. Estrada	Customs Broker/Freight Fwdg.	15	1980	8.00

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[18] DBA Super Tiles & Marble.

HISPANIC BUSINESS

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251	256	**Miranda Associates Inc.**, Washington, DC	Lourdes Miranda	Information Management Svcs.	45	1975	8.00
252	•	**Growers Ford Tractor Company**, Miami, FL	N. Horacio Lopez	Farm/Indust. Tractor/Allied Equip.	35	1950	7.90
253	240	**Solo Enterprise Corp.**, City of Industry, CA	Richard Mugica	Aerospace/Military Machinery Mfg.	89	1974	7.90
254	•	**Spray Booth Systems Inc.**, Fort Worth, TX	John Pereda	Spray Booth/Finishing Systems Mfg.	80	1984	7.81
255	273	**RivaSal International**, Cincinnati, OH	Luis O. Riva Saleta	Int'l Mktg./Data Processing	6	1992	7.80
256	364	**Jesse Fence & Construction Co. Inc.**, Houston, TX	Jorge L. Casimiro	Fence Mfg.	71	1983	7.74
257	266	**Campos Construction Co.**, Omaha, NE	Robert Campos	General Contracting	40	1977	7.68
258	•	**Express Travel**, Miami, FL	Olga Ramudo	Travel Svcs.	10	1990	7.62
259	316	**Rubio's Restaurant Inc.**, San Diego, CA	Ralph Rubio	Fast Food Restaurant Chain	250	1983	7.52
260	285	**Celestial Travel Inc.**, Leesburg, FL	Manny J. Rojas	Travel Svcs.	21	1981	7.50
261	212	**Savala Construction Co. Inc.**, Irvine, CA	Leonard Savala	Sewer/Waterline Construction	40	1951	7.48
262	367	**Unalite Electric & Lighting Corp.**, Long Island City, NY	Israel Bulbank	Lighting/Electrical Prod. Dist.	96	1976	7.47
263	•	**Compex Corp.**, Alexandria, VA	Harry G. Garcia	Information Technology Svcs.	109	1980	7.45
264	219	**Florida West Agency Inc.**, Miami, FL	Abelardo Betancourt	Airline Cargo Svcs.	61	1988	7.45
265	395	**Mazal Fuel Co. Inc.**, Bridgeport, CT	Ralph A. Mazal	Gasolines/Diesel/Jet Fuels Mfg.	6	1977	7.42
266	•	**Apache Construction Co. Inc.**, Albuquerque, NM	Mariano Chavez	General Contracting	50	1981	7.32
267	298	**Reed Candle Co.**, San Antonio, TX	Peter N. Reed	Candle Mfg.	75	1937	7.30
268	276	**Millhorn Chemical & Supply Co.**, Maywood, CA	Ralph Marrujo	Chemicals Dist.	22	1954	7.24
269	322	**Offshore Traders Inc.**, Miami, FL	Robert G. Weller	Indust. Machinery/Supplies	8	1960	7.23
270	278	**Victory Wholesale Tobacco Dist. Inc.**, Brooklyn, NY	Jorge C. Rios	Groceries/Candy/Cigarettes Dist.	8	1981	7.15
271	•	**J. L. Steel Inc.**, North Richland Hills, TX	T. Oscar Treviño Jr.	Commercial & Highway Const.	64	1989	7.14
272	297	**Ram Enterprises Inc.**, Valencia, CA	Marline Monstein	Aerospace Component Mfg./Dist.	14	1985	7.12
273	335	**Shifa Services Inc.**, Hackensack, NJ	Jorge A. Haedo	Janitorial/Landscaping Svcs.	360	1980	7.10
274	•	**Computer Systems Development Corp.**, Chantilly, VA	J. Luis Hernandez	Software Devel./Systems Integ.	110	1984	7.00
275	296	**Cisco Electrical Supply Company**, Columbus, OH	Francisco J. Muguruza	Electrical Supplies Dist.	8	1978	6.97
276	•	**Valley Printers Inc.**, Riverside, CA	Rene L. Vega	Commercial Printing Svcs.	41	1968	6.95
277	206	**Televideo San Diego**, San Diego, CA	David Stepp	Audio/Video Equip. Sales & Svc.	19	1976	6.90
278	253	**Arcom Electronics Inc.**, San Jose, CA	Armando Garcia	Network Hardware/Systems Integ.	22	1985	6.86
279	365	**Modern Sanitation Systems Inc.**, Newark, NJ	Sergio Benvenuto Sr.	Janitorial Svcs.	261	1979	6.80
280	289	**Arbor Tree Surgery**, Paso Robles, CA	Steven G. Alvarez	Tree Trimming/Removal	175	1960	6.79
281	233	**Lugo Construction Inc.**, Fife, WA	Adrian C. Lugo	General Contracting	50	1978	6.75
282	•	**Berrios Construction Co. Inc.**, San Francisco, CA	Willis Berrios	General Contracting	32	1987	6.70
283	350	**Greenbar Corp.**, Thornton, CO	Gary Solis	Computer Sales/Svc.	78	1984	6.70
284	•	**Operational Technologies Corp.**, San Antonio, TX	Max Navarro	Environ. Engineering & Svcs.	126	1986	6.68
285	•	**Brero Construction Inc.**, Santa Clara, CA	Claudette Weber	Indust./Comm. Bldg Contracting	50	1980	6.59
286	•	**Martinez Construction and Devel. Co.**, Aurora, CO	L. E. Martinez	Gen. Contracting/Concrete Supplies	25	1976	6.55
287	197	**Phoenix Marine Enterprises Inc.**, Hialeah, FL	Francisco J. Piedra	Fiberglass Boat Mfg.	71	1976	6.54
288	388	**Q.I.V. Systems Inc.**, San Antonio, TX	Robert A. Briones	Computer Programming	65	1984	6.50
289	267	**Ernie Sandoval Enterprises Inc.**, Oceanside, CA	Ernie Sandoval	Restaurant Chain	200	1983	6.50
290	283	**Everglades Steel Corp.**, Miami, FL	Orlando A. Gomez	Steel Prod. Dist.	20	1974	6.50
291	351	**La Tortilla Factory**, Santa Rosa, CA	Carlos Tamayo	Mexican Food Mfg./Dist.	72	1977	6.50
292	291	**Main Line Foto Inc.**, Conshohocken, PA	Carlos Roca	Photographic Prod. Sales	14	1983	6.50
293	•	**National Water Purifiers Corp.**, Hialeah, FL	Judith Garcia Prado	Water Conditioners/Purifiers Mfg.	70	1969	6.50
294	•	**Le Mare International Inc.**, New Hyde Park, NY	Rodrigo Sotomayor	Medical/Surgical/Lab. Equip. Dist.	21	1925	6.46
295	318	**Future Packaging Inc.**, Santa Clara, CA	Rufino A. Vega	Packing/Crating Svcs.	90	1973	6.43
296	387	**Production Products Mfg. & Sales Inc.**, St. Louis, MO	Barry N. Corona	Aerospace Composites/Text. Mfg.	111	1977	6.43
297	•	**Rodriguez General Contractors Company**, Yuma, AZ	Marco A. Rodriguez	Comm. Const./Renovations	15	1989	6.37
298	286	Matrix Exhibits Inc., Brentwood, TN	Louis F. Tapia	Exhibits/Display Design/Const.	90	1986	6.30
299	302	**South Valley Auto Plaza**, King City, CA	Vince Lopez	Automotive Sales & Svc.	18	1985	6.30
300	437	**Stature Construction Inc.**, Houston, TX	Luis Casimiro	General Contracting	9	1987	6.25

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HISPANIC BUSINESS

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301	279	**Cordoba Corp.**, Los Angeles, CA	George L. Pla	Syst. Devel./Urban & Reg. Plng.	78	1982	6.20
302	249	**Mercedes Electric Supply**, Miami, FL	Mercedes C. La Porta	Electrical Supplies Dist.	17	1979	6.20
303	271	**Surface Prep. & Coating Ent. Inc.**, Baton Rouge, LA	Luis J. Gonzalez	Gerneral Contracting	100	1977	6.14
304	312	**Centinel Bank of Taos**, Taos, NM	Martin E. Romero	Commercial Banking Svcs.	54	1969	6.11
305	•	**Land Joy International Forwarders Inc.**, Hialeah, FL	Leopoldo Del Calvo	Int'l Freight Fwdg.	14	1979	6.01
306	258	**Pressure Systems Inc.**, Hampton, VA	Douglas B. Juanarena	Pressure Measurement Instr. Mfg.	72	1977	6.01
307	241	**Southwest Office Systems Inc.**, Fort Worth, TX	Victor Puente Sr.	Office Equipment/Supply Sales	85	1964	6.00
308	310	**Super Brite Screw Corp.**, Hialeah, FL	Felix Infiesta	Bolts/Nuts/Screws Dist.	55	1977	6.00
309	299	**TAG Electric Co.**, Houston, TX	Thomas A. Gonzales	Electrical Contracting	115	1986	6.00
310	•	**Reyco Construction Co. Inc.**, Tampa, FL	Jose M. Reyes	Indust./Comm. Const./Renov.	20	1987	5.98
311	295	**Original Impressions Inc.**, Miami, FL	Roland B. Garcia	Comm. Printing/Graphic Design	87	1982	5.97
312	334	**Salas Concessions Inc.**, Nashville, TN	Max E. Salas	Food/Novelty Svcs.	213	1980	5.95
313	331	**Valdez Office Environments**, Phoenix, AZ	Ted Valdez Sr.	Office Systems/Furniture Dist.	35	1988	5.94
314	•	**Proftech Corp.**, Tarrytown, NY	Jose R. Montiel	Office/Computer Supplies & Furn.	45	1980	5.90
315	292	**Torres Electrical Supply Company Inc.**, Stuart, FL	Oscar L. Torres Sr.	Electrical Supplies Dist.	13	1971	5.90
316	381	**Farma International**, Miami, FL	George O. Medina	Pharmaceutical/Chem. Exporting	14	1965	5.80
317	259	**Hurlen Corp.**, Santa Fe Springs, CA	I. Jay Hurtado	Metal Service Center	22	1981	5.80
318	383	**Acme Meat Co. Inc.**, San Antonio, TX	Andrew E. Garcia Sr.	Mexican Food Mfg.	65	1955	5.77
319	•	**Latin Foods International Inc.**, Los Angeles, CA	Angel Santos	Latin Food Dist.	27	1985	5.75
320	252	**Corella Electric Inc.**, Phoenix, AZ	John C. Corella	Electrical Contracting	60	1976	5.70
321	•	**Amer. Pac. Conc. Pipe Co.**, Rancho Cucamonga, CA	Alvaro Bea	Concrete Pipe Mfg.	45	1965	5.62
322	•	**Mr. Winter Inc.**, Hialeah, FL	Manny Mijares	Comm. Refrigeration Equip. Mfg.	49	1977	5.60
323	372	**Russ Pitney Earthmoving Co. Inc.**, Albuquerque, NM	Ernest Blair	Earth Moving Contracting	35	1948	5.60
324	•	**Apex Office Products Inc.**, Tampa, FL	Rogelio Llorente	Office Supplies/Furniture Dist.	52	1991	5.58
325	•	**A.M. Pumping Inc.**, Wilmington, CA	Armando Merino	Hazardous Waste Mgmt./Transport.	74	1980	5.50
326	•	**Great Southwestern Constr. Inc.**, Castle Rock, CO	Robert A. Martinez	Elect. Utility Construction	50	1977	5.50
327	282	**San Antonio Press Inc.**, San Antonio, TX	Jose H. Medellin	Comm. Web Offset Printing	78	1975	5.50
328	420	**Alamo Technology Inc.**, San Antonio, TX	Doroteo Chavarria	High Tech. Engineering/Mfg.	65	1983	5.44
329	•	**Barri Electric Co. Inc.**, San Mateo, CA	Ernie B. Ulibarri	Electrical Contracting	25	1987	5.40
330	476	**Court Courier Systems Inc.**, Kenilworth, NJ	Juan Camandona	Banking Transport. Svcs.	230	1978	5.40
331	288	**Aztec Manufacturing Corp.**, Romulus, MI	Francis P. Lopez	Automotive Precision Machining	38	1983	5.38
332	426	**Heavy Truck Service Inc.**, Miami, FL	Rafael R. Perez	Diesel Truck Parts & Svc.	27	1969	5.38
333	324	**Losada Truck and Equipment Inc.**, Miami, FL	Jorge Losada	Diesel Truck Sales & Svc.	7	1967	5.38
334	339	**A&C Stationers Inc.**, Miami, FL	Ramon Aguero	Office Supplies & Furniture	42	1971	5.33
335	314	**Intercontinental Marble Corp.**, Miami, FL	Gerardo Diaz	Granite/Marble Prod. Mfg./Dist.	9	1983	5.32
336	342	**La Salle Trucking Co.**, Chula Vista, CA	John Randall La Salle	Transportation/Warehousing	35	1933	5.32
337	328	**A&R Janitorial Service Inc.**, Cicero, IL	Angelo Velasquez	Custodial Cleaning Svcs.	475	1967	5.30
338	340	**Los Ranchos Restaurant Inc.**, Miami, FL	Julio Somoza	Steakhouse Restaurant Chain	120	1981	5.30
339	317	**Valco Construction Co. Inc.**, Glendale, AZ	Rafael V. Valenzuela Jr.	General Contracting	8	1974	5.30
340	305	**Power Energy Industries**, Carson, CA	Ernest R. Schoop	Electrical Equipment Mfg.	44	1980	5.26
341	•	**Reconstruction Masters Inc.**, San Diego, CA	Richard Zuniga	Reconst./Repairs/Remodel	100	1985	5.25
342	370	**Eagle Companies (The)**, Miami, FL	Raul Pedraza	Transportation/Warehousing	60	1982	5.21
343	333	**Armadillo General Construction**, Poteet, TX	Pete Valdez Jr.	General/Concrete Contracting	6	1980	5.20
344	407	**Ferco Tech Corp.**, Franklin, OH	Guillermo G. Fernandez	Aerospace/Engine Parts Mfg.	92	1984	5.20
345	325	**Glasco Industries Inc.**, Miami, FL	Jesus M. Martinez	Glass Dist.	41	1977	5.20
346	268	**Independent Forge Co. Inc.**, Orange, CA	Rosemary L. Ruiz	Aluminum Precision Forging	49	1975	5.20
347	416	**Vinyl Technology Inc.**, S. El Monte, CA	Carlos A. Mollura	Plastic Films Mfg.	195	1981	5.20
348	396	**AVG Inc.**, Valencia, CA	Alvaro J. Villa	Animation/Robotics Equip. Mfg.	45	1978	5.18
349	315	**Castro-Blanco Piscioneri and Assoc.**, New York, NY	David Castro-Blanco	Architect./Space Plng./Int. Design	50	1965	5.16
350	371	**HJ Ford Associates Inc.**, Arlington, VA	Jorge Alducin	Systems Engineering/Integ.	76	1981	5.15

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HISPANIC BUSINESS

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351	•	**Ramirez and Marsch Inc.**, Hammond, IN	Harold C. Ramirez	Piping/Concrete Repair Contracting	25	1987	5.15
352	301	**U.S. Guards Co. Inc.**, Los Angeles, CA	Ernest A. Padilla	Security Guard Svcs.	300	1947	5.15
353	•	**Cleaning Network/Martec System (The)**, Ogden, UT	Steven F. Martinez	Janitorial Svcs.	480	1972	5.13
354	201	**BEC Construction Corp.**, Miami, FL	Francisco C. Espinosa	General Contracting	16	1971	5.11
355	401	**Barrientos and Associates Inc.**, Madison, WI	Julian Barrientos	Engr./Architect. Consulting	105	1964	5.10
356	•	**Leovenar Enterprises Inc.**, Miami, FL	Rasciel Socarras	Restaurant Food Svc.	14	1972	5.10
357	386	**Orion Int'l Technologies Inc.**, Albuquerque, NM	Miguel Rios Jr.	Aerospace/Scient./Systems R&D	75	1985	5.07
358	231	**Travelmasters Inc.**, Arlington Heights, IL	William Meacham	Corporate Travel Mgmt.	103	1954	5.01
359	356	**Cardenas/Fernandez & Assoc.**, Chicago, IL	Henry Cardenas	Special Events Prod./Mktg.	10	1986	5.00
360	263	**Chem-Tech Systems Inc.**, Los Angeles, CA	Connie M. Carrasco	Hazardous Waste Mgmt./Trtmt.	65	1982	5.00
361	348	**El Rey Sausage Co. Inc.**, Vernon, CA	Laura Balverde-Sanchez	Sausage Mfg.	50	1983	5.00
362	•	**Sandoval Paving Co. Inc.**, Paramount, CA	Nicolas Sandoval	Asphalt/Paving Contracting	35	1960	5.00
363	345	**Ruiz Mexican Foods Inc.**, Ontario, CA	Edward F. Ruiz Sr.	Mexican Food Mfg.	149	1980	4.99
364	•	**Bennett International Corp.**, Miami, FL	Victor M. Arana	Transport./Export. Svcs.	19	1982	4.98
365	•	**Tarafa Construction Inc.**, Hialeah Gardens, FL	Roberto M. Tarafa	General Contracting	20	1986	4.95
366	313	**Hernandez Electric Inc.**, Phoenix, AZ	Augustin Hernandez	Electrical Contracting	68	1975	4.91
367	•	**Alvarez & Assoc. Construction Co. Inc.**, Victoria, TX	Bob Alvarez	General Contracting	10	1983	4.81
368	•	**A&B Painting West Inc.**, Santa Clara, CA	Bert Valdez	Painting Contracting	48	1969	4.80
369	•	**G&D Aircraft Parts Inc.**, Pomona, CA	Fred Saldana	Alum. Aircraft Parts Mfg.	60	1966	4.80
370	•	**Sam's Service Co.**[11], Englewood, CO	Sam J. Chavez	Auto Repair	65	1946	4.80
371	352	**Monti Moving & Storage Inc.**, Brooklyn, NY	Montiano Ascanio	Moving/Storage	45	1961	4.78
372	438	**Two Flags Wholesale**, Anaheim, CA	Lucio L. Cabrera Sr.	Food Dist.	18	1983	4.72
373	417	**Service Electric Co. Inc.**, Albuquerque, NM	Sam Alderete	Electrical Contracting	60	1970	4.69
374	357	**Tejas Office Products Inc.**, Houston, TX	Lupe Fraga	Office Supplies	25	1962	4.64
375	•	**Rivero Funeral Home Inc.**, Miami, FL	Leopoldo E. Rivero	Funeral Svcs.	75	1963	4.62
376	399	**Int'l Creative Data Indust. Inc.**, Bethel, CT	Jack Villodas	Electronic Equip./Systems Mfg.	45	1975	4.60
377	323	**Techniserv Data Systems Inc.**, Teaneck, NJ	Lutfi G. Mansoor	Data Processing Equip.	19	1974	4.60
378	•	**E.M. Castillo Construction Inc.**, Seattle, WA	Edward M. Castillo	General Contracting	30	1982	4.59
379	•	**NPA West Inc.**, Fairfield, CA	Alan Rees	Computer Sales/Svc.	35	1985	4.58
380	348	**Alman Electric Inc.**, Mesquite, TX	Joe Alcantar	Electrical Contracting	90	1979	4.55
381	•	**Galindo Financial Corp.**[12], Bell, CA	Rafael Galindo	Financial/Real Estate Svcs.	108	1971	4.55
382	•	**Paul J. Sierra Construction Inc.**, Tampa, FL	Paul J. Sierra	General Contracting	20	1976	4.54
383	390	**Balado National Tires Inc.**, Miami, FL	Manuel Balado	Tire Sales/Svc.	23	1961	4.50
384	368	**Beam Radio Inc.**, Miami, FL	Manuel A. Alvarez Sr.	Two-Way Radio Sales	15	1976	4.50
385	•	**Miller & Assoc. Inc. - Gen. Contractors**, Marana, AZ	Annmarie Miller	General Contracting	50	1979	4.46
386	374	**W.G. Valenzuela Drywall Inc.**, Tucson, AZ	William G. Valenzuela	Drywall/Metal Framing/Paint	109	1979	4.42
387	•	**Lion Plastics Inc.**, Clifton, NJ	Diego De Leon	Plastic-Thermoformed Pkg. Mfg.	30	1982	4.40
388	431	**Peppers Unlimited Inc.**, City of Industry, CA	Gilbert M. Medina	Mexican Food Mfg.	9	1985	4.40
389	•	**Portland Mailing Services Inc.**, Portland, OR	David P. Torres Jr.	Direct Mail Svcs.	100	1940	4.34
390	338	**Del Toro Landscaping Inc.**, Dundee, IL	Raul Del Toro	Landscaping	80	1988	4.33
391	436	**O'Neall Specialty Co.**, McAllen, TX	Ruben C. Garza Sr.	Candy/School Supplies Dist.	21	1935	4.33
392	480	**Tranex Inc.**, Colorado Springs, CO	Troy Valdez	Custom Transformers/Inductors	95	1960	4.28
393	468	**Uniglobe Advance Travel**, Denver, CO	Ramona Martinez	Travel Svcs.	12	1986	4.28
394	254	**Martin Metal Finishing Inc.**, Lynwood, CA	Pete Martin	Architectural Finishing	78	1965	4.24
395	•	**A&B Painting Inc.**, San Francisco, CA	Bert Valdez	Painting & Wall Covering	40	1980	4.20
396	378	**Jose Garcia Construction Inc.**, Denver, CO	Jose Garcia	General Contracting	38	1978	4.20
397	404	**Pronto Post Inc.**, Hialeah, FL	J. Michael Vazquez	Direct Mail Svcs.	51	1981	4.20
398	•	**Tru & Associates Inc.**, Huntington Beach, CA	Rodolfo A. Trujillo	Petrol./Lubricant/Coal Prod. Dist.	5	1983	4.20
399	422	**G.P. Transport Inc.**, Gregory, TX	Ernest V. Solis	Sand/Gravel Hauling	55	1956	4.19
400	465	**MGE Architects**, Coral Gables, FL	Pedro A. Goicouria	Architect./Interior Design	35	1982	4.16

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401	•	**Proteus Corp. (The)**, Albuquerque, NM	Roy Martinez	Govt. Computer Svcs./Engr.	75	1981	4.12
402	397	**Certified Fasteners Inc.**, Santa Fe Springs, CA	Joel & Louis Frias	Hardware/Aerospace Nut/Bolt Dist.	12	1969	4.10
403	406	**El Paso Fairview Foods Inc.**, El Paso, TX	Adalberto M. Garcia	Eggs/Beans Dist.	12	1950	4.10
404	385	**Morrison's Inc.**, Fabens, TX	Sonny Chavez	Farm Equipment Sales	21	1971	4.10
405	358	**North Shore & Central Ill. Freight Co.**, Forest View, IL	David P. Hernandez	Trucking Svcs.	38	1930	4.10
406	394	**Supreme Gear Co.**, Roseville, MI	Charles F. Diez	Precision Gears Mfg.	50	1980	4.10
407	415	**Omni Metal Finishing Inc.**, Fountain Valley, CA	Victor M. Salazar	Comm./Military Metal Finishing	101	1980	4.09
408	•	**Dial Employment Agency Inc.**[13], Whittier, CA	Douglas M. Lopez	Personnel Svcs.	15	1957	4.00
409	343	**Landavazo Bros. Inc.**, Hayward, CA	George Landavazo	Concrete Contracting	65	1988	4.00
410	•	**Paso del Norte Avionics Inc.**, El Paso, TX	Noemi Lopez	Commuter Airline Svc.	20	1978	4.00
411	355	**Textile Machines Imp./Exp. Co. Inc.**, Roebuck, SC	Victor LeBron	Textile Machine Mfg.	25	1978	4.00
412	•	**Ysrael A. Seinuk, P.C.**, New York, NY	Ysrael A. Seinuk	Civil/Structural Engineering Svcs.	90	1977	4.00
413	410	**Continental Binder & Specialty Corp.**, Gardena, CA	Andrew H. Lisardi	Custom Vinyl Prod. Mfg.	70	1978	4.00
414	405	**Public Inc.**, Buena Park, CA	Anna E. Aguiar	Trucking/Warehousing/Demolition	20	1981	3.99
415	•	**Costa Travel**, San Diego, CA	Frank Costa	Travel Svcs.	15	1983	3.98
416	487	**Centennial Bolt Inc.**, Denver, CO	Mark A. Cordova	Fastening Products	25	1979	3.96
417	•	**Superior Services Inc.**, Fresno, CA	Sheila Guarderas	Janitorial & Food Svcs.	275	1985	3.94
418	•	**IAC Advertising Group Inc.**, Miami, FL	Ana Maria Fernandez Hasr	Advertising Agency	21	1978	3.93
419	425	**Orso Superior Enterprises Corp.**, Key Biscayne, FL	James A. Ortiz	Comm. Refrig. & A/C Int'l Dist.	5	1979	3.93
420	454	**Summit Construction Inc.**, West Monroe, LA	Manuel Canales	General Contracting	50	1975	3.92
421	•	**Albuquerque Printing Co.**, Albuquerque, NM	Tony Fernandez	Comm. Web Offset Printing	35	1968	3.90
422	•	**Luna Defense Systems Inc.**, Baldwin Park, CA	Albert Luna	Aerospace & Spacecraft Mfg.	27	1974	3.81
423	•	**Horizon, A U.S. Communications Co.**, Coral Gables, FL	Fred Estrada	Magazine Publishing	25	1985	3.80
424	470	**M&M Automated Services Corp.**, Amherst, NH	Marlene Monnar	Computer/Photo. Supplies Dist.	9	1982	3.80
425	337	**Ralph E. Hernandez Trucking Inc.**, Chino Hills, CA	Virginia M. Hernandez	Dump Truck Broker/Equip. Rental	8	1955	3.80
426	•	**Windline/Amanet**, Los Angeles, CA	Robert G. Barbour	Aerospace/Marine Component Mfg.	35	1980	3.80
427	491	**Atlantic Resources Corp.**, Reston, VA	Cristobal S. Berry-Caban	Educational/Literacy Surveys	65	1981	3.77
428	•	**SITE Personnel Services Inc.**, Menomonee Falls, WI	David Aragon	Technical Personnel Svcs.	102	1988	3.75
429	393	**Amigos Canning Co.**, San Antonio, TX	Ralph E. Velasco Jr.	Mexican Food Mfg.	45	1925	3.74
430	427	**El Indio Shops Inc.**, San Diego, CA	Eva Sanchez	Mexican Restaurant Chain	91	1940	3.71
431	•	**Cal-Wire Stranding Co.**, Vernon, CA	Adolph F. Cruz	Galvanized Guy Strands Mfg.	25	1972	3.70
432	•	**Golden Gate Air Freight**, Hayward, CA	John R. Cardenas	Air/Ocean Cargo Transport	20	1981	3.70
433	414	**ITC Personnel Services**, Houston, TX	Diva Garza	Personnel Svcs./Minority Recruit.	7	1985	3.70
434	284	**Lee Builders Inc.**, Hagerstown, MD	Patrick R. Grunberg	General Contracting	15	1977	3.70
435	428	**Nat'l Commun. Sales Promotion Inc.**, Miami, FL	Robert J. Rodriguez	Sales Promotion Svcs.	25	1982	3.70
436	•	**AJT & Associates Inc.**, Cape Canaveral, FL	Alfredo J. Teran	Aerospace/Environ. Engr. Svcs.	118	1988	3.68
437	•	**American Steam Inc.**, Wylie, TX	Carlos Diaz	Boiler/Burner Sales & Svc.	35	1981	3.68
438	450	**T.A.V.A. Investment Consultants Inc.**, La Jolla, CA	Heidi Herrera Hahn	Investment Consulting	6	1989	3.68
439	432	**Western Radio Electronics Inc.**, San Diego, CA	Ruben Rosental	Electronic Part/Component Dist.	23	1932	3.68
440	392	**J.R. Inc.**, Converse, TX	Jesse Rodriguez	Educational & Office Furn. Dist.	8	1978	3.65
441	411	**Mirta de Perales Inc.**, Miami, FL	Mirta Raya Perales	Hair Care & Beauty Products	33	1963	3.64
442	•	**InterAmerica Research Assoc. Inc.**, McLean, VA	Juan J. Gutierrez	Systems Int./Information Mgmt.	50	1971	3.63
443	•	**Geo-Marine Inc.**, Plano, TX	Ruben A. Garza	Environ./Engineering Svcs.	57	1971	3.62
444	470	**Protec Inc.**, Miami, FL	Alfredo Sotolongo	A/C Equip./Supplies	19	1971	3.61
445	389	**Alto Systems Inc.**, La Mirada, CA	Alfred R. Garcia	Transportation/Warehousing	50	1983	3.60
446	457	**Castillo Company Inc.**, Phoenix, AZ	Eduardo A. Castillo	Corporate Real Estate Consulting	30	1977	3.60
447	379	**Deupi & Assoc. Inc.**, Washington, DC	Carlos Deupi	Architecture/Interior Design	45	1968	3.60
448	413	**G & L Holdings**, Elk Grove, IL	Joseph W. Gayton	Indust. Nameplate/Decal Mfg.	49	1981	3.60
449	494	**Ketchikan Air Service Inc.**, Ketchikan, AK	Michael B. Salazar	Airline/Transport Svcs.	5	1966	3.60
450	498	**National Export Crating Co. of Texas Inc.**, Houston, TX	Samuel N. Marroquin	Packing/Crating Svcs.	47	1979	3.60

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451	400	**Tampa Brass & Aluminum Corp.**, Tampa, FL	Sam S. Leto Jr.	Brass/Alum. Prod. Mfg.	70	1957	3.60
452	493	**Fernandez & Associates, P.C.**, Denver, CO	Tomas I. Fernandez	Acctg. Svcs./Mgmt. Consulting	104	1976	3.58
453	•	**C-Q Construction Corp.**, Watertown, MA	Lorenzo Quinones	General Contracting	25	1976	3.54
454	•	**Certified Abatement Systems Inc.**, Houston, TX	W.F. Wallace Jr.	Asbestos & Lead Abatement	25	1987	3.51
455	•	**Advanced Business Systems**, Chicago, IL	Norman Toscano	Computer Systems/Office Equip.	18	1975	3.50
456	•	**Belco Resources Inc.**, Eastchester, NY	John J. Cuadrado	Chemicals Imp./Exp.	6	1974	3.50
457	•	**Camino Construction Inc.**, Dallas, TX	Roy Ayala	General Contracting	50	1983	3.50
458	•	**Diesel Radiator Co.**, Melrose Park, IL	Humberto Suarez	Industrial Radiator Mfg.	23	1970	3.50
459	398	**E.A. Mendoza Contracting Inc.**, Cerritos, CA	Ernest A. Mendoza	Paving/Road Grading Contracting	15	1979	3.50
460	456	**United Seal & Rubber Co. Inc.**, Atlanta, GA	Virgil Alonso	Rubber/Seal Product Mfg.	17	1974	3.50
461	225	**All City Electric Supply**, Artesia, CA	Irma Maria Z. de Johnson	Electrical Supplies Dist.	8	1977	3.46
462	•	**Numet Machining Techniques**, Stratford, CT	Antonio Neto	Aerospace Parts Mfg.	20	1983	3.46
463	402	**Arango Construction Co.**, Bothell, WA	J.A. Arango	General Contracting	10	1973	3.44
464	264	**J.G. Torres Concrete Constr. Co.**, Mountain View, CA	Jess G. Torres	Contrete Construction	30	1955	3.42
465	421	**Pan American Frozen Foods Inc.**, Miami, FL	Lazaro R. Munarriz	Frozen Food Dist.	9	1972	3.40
466	•	**Three-G Electrical Supply Inc.**, Laredo, TX	Adolfo E. Gutierrez	Electrical Supplies Dist.	13	1977	3.40
467	•	**Welco Electronics Inc.**, Burbank, CA	Ed Risco	Electronic/Elect.-Mech. Prod. Dist.	14	1971	3.38
468	341	**Del Rey Chemical Inc.**, South Houston, TX	George S. Hernandez	Chemicals Dist.	12	1978	3.37
469	•	**Citadel Homes Limited**, McLean, VA	J. Lester Doerstler	Modular Housing Const.	5	1977	3.36
470	442	**Orange County Nameplate Co.**, Santa Fe Springs, CA	Elias Rodriguez	Nameplates/Dials Mfg.	87	1965	3.36
471	•	**Thomas A. Mason Co. Inc.**, Milwaukee, WI	Thomas A. Mason	Painting/Flooring Contracting	30	1912	3.35
472	•	**Division Laundry & Cleaners Inc.**, San Antonio, TX	Cecilia R. Garcia	Comm./Mil. Laundry/Cleaning Svcs.	135	1939	3.34
473	•	**Etincelle Inc.**, Miami, FL	Hugo Marcelo	Textile Mfg.	5	1982	3.32
474	466	**Cardic Inc.**[14], El Paso, TX	Rita Salazar Divis	Travel Svcs.	12	1977	3.30
475	•	**Ebco Inc.**, Chicago, IL	Everett Bernardo	Rubber/Plastic Broker/Dist.	9	1963	3.30
476	447	**Telexport Inc.**, Hialeah, FL	Danilo Alonso	Electronics Imp./Mfg./Dist.	20	1964	3.30
477	•	**C.P.F. Corp.**, Washington, DC	Jose Sampedro	Janitorial/Painting Svcs.	300	1984	3.28
478	•	**Jess Diaz Trucking Inc.**, Santa Fe Springs, CA	Dimas Diaz	Trucking Svcs.	49	1976	3.26
479	359	**A/S/K Assoc. Inc.**, Lawrence, KS	Kenneth Martinez	ADP Design/Develop./Support	207	1979	3.25
480	477	**HomeCare Medical Assoc. Inc.**, Fort Lauderdale, FL	Jay J. Gutierrez	Medical Equip. Dist.	29	1980	3.25
481	•	**Sunstrand Electric Co. Inc.**, Elgin, IL	Eugene William Aguirre	Telephone/Fiber Optic Design/Inst.	34	1975	3.25
482	•	**Data Extras**, Yorba Linda, CA	Cynthia S. Mairena	Office Supplies	24	1984	3.23
483	423	**Siboney Advertising**, New York, NY	Jose M. Cubas	Advertising Agency	47	1981	3.23
484	475	**Black Oxide Industries Inc.**, Anaheim, CA	Pete Mata	Metal Finishing	38	1974	3.21
485	•	**E.E. Electric Inc.**, Fontana, CA	Henry Escajeda	Powerline/Elect. Contracting	25	1977	3.21
486	•	**CPC Electrical Supply Company**, Chicago, IL	Carmen P. Caldero	Lighting/Electrical Supplies Dist.	7	1980	3.20
487	•	**Western Auto Leasing**, Elk Grove, CA	Richard I. Esquivel	Automotive Export	2	1990	3.20
488	473	**Bayou State Security Services Inc.**, New Orleans, LA	James B. Perez	Security Guard Svcs.	200	1975	3.18
489	•	**A. Ruiz Constr. Co. & Assoc. Inc.**, San Francisco, CA	Antonio Ruiz	General Contracting/Engineering	27	1982	3.17
490	•	**Del Campo & Maru Architects Inc.**, San Francisco, CA	German Cediel	Architect./Engineering Svcs.	35	1957	3.17
491	•	**Trandes Corp.**, Lanham, MD	James A. Brusse	Transport. Engr./Logistics/Mgmt.	153	1980	3.14
492	412	**Editorial Cernuda Inc.**, Miami, FL	Ramon Cernuda	English Courses/Publishing	21	1977	3.13
493	•	**Alpha Investment Casting Corp.**, Tulsa, OK	Jorge J. Prats	Investment Casting Mfg.	41	1985	3.10
494	•	**Reliable Graphics Inc.**, Van Nuys, CA	Cesar A. Giraldo	Architect. Blue Print Svcs.	52	1976	3.08
495	•	**Skynet Worldwide Courier Network**, Miami, FL	Albert P. Hernandez	Int'l Courier Svcs.	48	1988	3.08
496	•	**MCM Corp.**, Miami, FL	Jorge Munilla	General Contracting/Engineering	30	1983	3.05
497	445	**Dade Steel Sales Corp. Inc.**, Miami, FL	Luis M. Garcia	Steel Dist./Export	11	1979	3.03
498	•	**La Agencia de Orci & Asociados**, Los Angeles, CA	Hector Orci	Advertising Agency	40	1986	3.01
499	•	**C.O.D. Freight Systems**, Inglewood, CA	John A. Camacho	Electronics/Computer Equip. Transp.	14	1986	3.00
500	•	**Holguin Fahan & Associates Inc.**, Ventura, CA	Andrew R. Holguin	Hazardous Waste Mgmt.	28	1982	3.00

* Not on 1991 list. *In millions of dollars, as of December 31, 1991. Sales figures appear as reported to Hispanic Business by authorized company representatives. Many companies submitted financial statements.*

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#11

Capital Bancorp

Abel Holtz, CEO
Miami, Florida

By George Volsky

For the past two years, the ability to both survive the recession and fend off forays by large out-of-state financial institutions has been a serious challenge to small and medium size Florida banks.

The Capital Bank of Miami, with assets of $1.17 billion, 1991 revenues of almost $127 million, and 27 branches in South Florida, has so far succeeded in weathering that double-barreled threat and has entered a stage of slow, steady growth, its leaders assert.

Capital's Cuban born Chair and CEO Abel Holtz and his son Daniel—its president and COO since last October—say the bank's long range stress on customer service and controlled expansion has been exactly correct for the present economics in Florida.

As one of the nation's most rapidly growing states, Florida has been buffeted since 1990 by a near collapse of its once booming real estate sector and a decline in tourism and other industries. This slump has seriously weakened the fabric of the state's economy, producing a sharp rise in unemployment and causing the demise of not just S&Ls but many banks too—among them South Florida's largest, the Southeast Bank of Miami.

But Mr. Holtz is bullish on Florida and the future of his bank. He says that most of Capital's bad real estate loans have already been written off, and the bank has begun to grow, chiefly by acquiring new offices and small, viable banks. There has been a moratorium on advertising to solicit new deposits for the past 10 months.

"We have slowed growth on purpose because it is no longer a key measure of success in the banking sector," Mr. Holtz explains. "This gave us time to trim our structure and discipline our operations. Our 1991 profits are smaller than those of 1990, but the numbers for the first quarter of '92 indicate that our conservative approach has paid off: in 1992 we will definitely do better than last year."

According to this CEO, who has been in banking since coming to this country from Havana in 1961, 1992 profits will exceed even those of 1986, the 18-year-old bank's best year, when it netted $8.6 million. Employment is ramping up—to 715 in 1991 from 650 the previous year, providing revenues per employee of almost $168,000. And there are longer term plans to reach substantially into international markets.

Capital is a wholly-owned subsidiary of Capital Bankcorp, which with the senior Mr. Holtz holding 51 percent of stock and his son holding 3 percent, is one of the largest Hispanic owned businesses in the country (number 11 on the HISPANIC BUSINESS 500). And Mr. Holtz believes that the institution's equity base—more than $100 million—is the largest of any Hispanic company. Also part of Capital Bankcorp are Capital Factors Inc., active in the important New York City factoring market, and Banco Capital of San Jose, Costa Rica, opened in April 1991. Capital's affiliated banks, Los Angeles-based Capital Bank of California and Capital Bank, N.A. of Washington D.C., are owned individually by Mr. Holtz.

In contrast with several other Hispanic owned banks in South Florida, Capital's client base since its inception has not been predominantly Hispanic. Many of its branches are in areas with negligible Hispanic population, and it is the only Hispanic owned bank with an office in Miami's African American district.

Capital Bank CEO Abel Holtz and his son Daniel Holtz (president and COO) plan unprecedented profits for 1992.

"Because Abel believes in minority entrepreneurship, Capital Bank has been a starting point for many promising minority and women businesses in a range of up to $1 million," says Maria Elena Toraño, president and CEO of META, a Miami-based national computer/environmental management services firm, and former client of Capital. "Abel suppported me and took risks with my company," she testifies. META is number 187 on the HISPANIC BUSINESS 500, with 1991 revenues of $10.5 million, up from number 330 in 1990.

Some competitors in fact have criticized Mr. Holtz for taking too many risks with these kinds of loans.

Has he? "He is a warm human being who likes to help people and the community," observes Carlos Dascal, chair of Continental National Bank, a four-branch Hispanic owned institution much smaller than Capital. "But at the same time, in my book he is a very knowledgeable banker." Importantly, "he's a businessman as well as a banker," insists another observer. "Yes, he may have made some risky loans. However, because Abel knows many of his clients personally, those investments have paid off handsomely." He shrugs. "That's the name of the game."

THE 500

#53

J.T. Slocomb Co.

E. John Gregory, President
South Glastonbury, Connecticut

Photo by Steve Davis

By Yvonne Conde

As new entrepreneurs know, access to venture capital is difficult. It was no different for John Gregory. He pawned his wife's ring for $50. Now, as president and chairman of the board of J.T. Slocomb Company, he oversees a multimillion-dollar, 430-employee operation (number 53 on the HISPANIC BUSINESS 500 with sales of $39.45 million). It assembles, fabricates, overhauls, and repairs aircraft engine components.

The space shuttle soars with J.T. Slocomb parts in its engine. Our first space station probably will too.

"The first time I ever heard of J.T. Slocomb," says the 72-year-old executive, "was when I got one of their micrometers in my tool box when I went to work for Pratt & Whitney." It was in 1946 that he used the ring money to buy an atlas lathe and began producing experimental aircraft parts in his house.

The business he built up burned completely in 1949 leaving him $30,000 in debt, struggling to rent after-hours work space from different companies, and finally in bankruptcy.

By 1953, Mr. Gregory had paid back his creditors, and with three partners bought the shell of the old J.T. Slocomb Company, founded in 1891. Keeping the older company's name and product, they too manufactured experimental machine parts for Pratt & Whitney. Since the company came with a Bureau of Ships Weapons Number, it could do business with the government immediately.

"We learned how to drill tough material when other people couldn't," says Mr. Gregory, remembering early challenges. "We made the first thrust reverses for Pratt & Whitney. We learned how to braise, to weld, we changed and built machines."

Today, the company has seven groups in several locations. The Waterbury, Connecticut plant repairs components from all engine sections. The South Glastonbury, Connecticut Engine Overhaul and Repair Group specializes in vane replacements in compressor stators and shrouds. Both groups are Federal Aviation Administration certified.

The South Glastonbury plant, their largest with 345 employees, also houses the Electrochemical Deburring Machinery Group and the Aerospace Manufacturing Group, building turbine engine components. Micrometers are also manufactured here. In 1988, Slocomb bought Englehart's Form Roll Division, creating a Specialty Materials and Components Group at Cumberland, Rhode Island.

Then in 1990 they crossed the Mason-Dixon line, acquiring the assets of A.M.T. Florida. The Wildwood, Florida, facility is now their Forged Ring Center, "a necessary part of our business because we buy those rings either from our Florida plant or from others," says Mr. Gregory.

At the Florida plant, no secretary intercepts Mr. Gregory's calls. Answering himself, he explains, "I am always accessible, not only to my employees, but to anyone from the outside that wants to talk to me." If they can find him. "He's everywhere," his employees claim. Keep morale high—that's the Gregory success formula. "Nobody goes anywhere alone," the boss reflects. "You have to have the will of the people who are working behind you."

A suggestion box, employee of the month awards, a newsletter, and education during paid working hours are all part of the strategy. Maybe because Pratt & Whitney sent him to college, he now gives educational opportunities to others. The familial hands-on top management includes three children, all vice presidents, and two grandsons. Previous partners were bought off years ago.

A sagging airline industry, with hundreds of planes parked in the Mojave desert, has not decreased J.T. Slocomb's sales, up $2.83 million from 1990 and producing $92,000 in annual sales per employee. Profits went down, Mr. Gregory admits, partially due to the purchase of the Florida plant. "But I think '92 should be a good year profitability-wise." And Mr. Gregory has been "sending people to Taiwan, Spain, Singapore, and Malaysia, looking at the possibility of doing work overseas."

In everything, they have the benefit of a reputation. J.T. Slocomb won the National Minority Development Council's (NMDC) Supplier of the Year Award. According to NMDC President Harriet R. Michel, it is "given to minority suppliers who distinguish themselves and their businesses by successfully demonstrating growth in sales and employment while overcoming significant obstacles."

It also recognizes high quality products and services at competitive prices—J.T. Slocomb's usual goal.

#72

1-Day Paint & Body Centers Inc.

Javier R. Uribe, CEO
Torrance, California

Photo by Dolores Aguirre

By Kathleen Sharp

It's every entrepreneur's nightmare. The company you started with a dream has rocketed beyond your projections and is now careering horribly off-course. That's how Javier R. Uribe Sr. felt about his company, 1-Day Paint & Body Centers, based in Torrance, California.

"By 1990, I had lost control over the company," says the founder, chairman, and CEO. By then, a recession had arrived to threaten the existence of the fragile, family-operated company.

The 1-Day Paint & Body Center, founded in 1967, specializes in painting automobiles. By 1986, the company had 25 locations, primarily in the Southern California region, and profits of $2.8 million. That year, Mr. Uribe disengaged himself from the company for a period. "I lost my ability to concentrate and I thought I was losing my mind," he recalls. Instead, he learned he was a manic depressive with a chemical imbalance that sapped his will.

Unfortunately, Mr. Uribe had not designated a successor to oversee his operations, which suffered. "I had two highly compensated staff members who, I later discovered, had been arbitrarily sticking expenses from operations into corporate overhead, so that operations looked good," he recalls. This accounting trick belied the poor financial condition of the company.

By the time Mr. Uribe discovered this, annual before-tax profits had dropped nearly 50 percent for 1989. Worse, he couldn't immediately spot the financial problems because they had been buried.

On top of that, his five regional managers were operating their geographical districts like personal feifdoms. Exacerbating everything were tensions between family members and officers. Javier Ricardo "Rick" Uribe II, marketing vice president, and his brother-in-law, Brian M. McGilvray, vice president of human resources, found it difficult to work together.

To salvage itself, the company set up family counsel meetings led by a management consultant who was also a licensed psychologist. "It gave us all an opportunity to air differences," says Mr. McGilvray. And a chance to reaffirm their commitment to the company.

With the recession in full force, Mr. Uribe questioned every facet of operations. He cleaned up the balance sheet, ensuring that $500,000 of expenses were accounted for correctly. This gave him a clearer picture and helped him slash operating expenses. Advertising was cut by 8 percent; professional fees and outside services were slashed by 30 percent; and managers' commissions and bonuses fell 10 percent.

The company saved 15 percent when it asked newer employees to contribute more money to a company-sponsored health plan. As a result of attrition, the employee roster shrank from 650 to 450.

Still, after the cost cutting measures, the company in the first two months of 1991 recorded a year-to-date loss of $450,000. "That was unprecedented," says Tom Aguirre, vice president of finance and Mr. Uribe's son-in-law.

So after a year of considering solutions, the company restructured. Five regional managers were reassigned to strategic duties that matched their personal strengths. Every top manager, including Mr. Uribe, took a 15-percent pay cut.

To increase efficiency, the top managers roved throughout the 33-shop system, operating individual centers when middle managers were on vacation. "This acts as a check and balance system to make sure that every shop runs well," says Mr. Uribe. The company also applied the tenets of quality expert Dr. W. Edwards Deming, to improve quality, and therefore profits.

Today, the company is close to 100 percent efficient. Managers are productive, and customers are happy. "I've been doing business with them for 10 years, and they are the best in service and quality," says Yehuda Riess, used car manager of West Valley Toyota in Canoga Park.

The economic squeeze is still on but it doesn't pinch the firm. Despite a 12 percent drop in revenues to $29 million in 1991 (placing it at 72 on the HISPANIC BUSINESS 500), pretax profits jumped 18 percent to $1.4 million. "I feel we are back in control and it's a fantastic feeling," Mr. Uribe sighs. The firm is relatively debt free and has about $2.5 million in cash.

The family wants to diversify beyond its auto painting business and real estate operations (80 percent of the shop properties are owned by the company or family) and is looking for opportunities. In Los Angeles County, site of 12 centers, pollutants such as paint are being restricted, forcing 1-Day to grow in areas like Nevada, where two centers are already located.

Within the next three to five years, Mr. Uribe intends to have $50 million in sales and $6 million in profits from 45 stores. He's back on track.

#86

MVM Inc.

Dario O. Marquez Jr., President
Falls Church, Virginia

Photo by Jeff Watts

By Ricardo Chavira

It took the spy riddled U.S. embassy in Moscow to give this struggling Hispanic owned security firm a badly needed financial boost. Now with the cold war over, MVM Inc. is hard at work making sure that its success won't be a peacetime casualty. Dario Marquez Jr., president of the Falls Church, Virginia-based firm, is confident that it won't. "We grew last year," he says, "and we will grow again this year."

Such confidence, even in a recession, is understandable. MVM has since 1987 catapulted from 15 employees and annual sales of $500,000 to nearly 800 employees and a whopping $25 million for 1991, ranking it number 86 as a newcomer on the HISPANIC BUSINESS 500. Profitability has improved too, "nearly doubling since last year," Mr. Marquez reveals.

That explosive growth is the product of good fortune and, even more important, sound strategic planning. Mr. Marquez, a former U.S. Secret Service agent who founded the firm with two other ex-agents in 1979, recalls that the business was fairly stagnant in its first years of existence. "We pretty much waited for business to come along," he says. "It was clear that we were good technicians, but not very good businesspeople. We needed to attack some new markets."

One new market was painfully obvious: the federal government. Mr. Marquez had surveyed the federal bureaucracy and concluded that the U.S. State Department represented an excellent potential market. In 1985, former Deputy CIA Director Bobby Inman had issued a report requesting that half of the country's 262 embassies be rebuilt or renovated to make them less vulnerable to terrorist attacks or spying.

Plainly, there was an unmet need for the kind of high-tech security MVM offered. But the government ignored MVM's charms until 1987, when Reagan Administration officials discovered that the new U.S. embassy in Moscow was so riddled with Soviet-placed listening devices that it might have to be torn down. The scandal caught the State Department flat-footed, sending officials scrambling to find a company that could guard the site and guarantee no further breaches in security. MVM won the contract, and soon had specially screened and trained guards on the scene.

A flood of State Department business followed. On the strength of its Moscow performance, MVM was awarded contracts to provide security at 40 embassies being rebuilt or retrofitted. In addition, the company obtained State Department contracts to place guards at embassies and consulates where Marines are not assigned, and to accompany high-security goods shipped to U.S. missions abroad. MVM's current contracts cover a wide range of government agencies, including the National Institutes of Health, the Interstate Commerce Commission, the Bureau of the Mint, and the Department of the Navy.

But, says Mr. Marquez, the company's continued robust growth will require more contracts in the private sector. His determination to maintain high quality, combined with the recession, have made it difficult so far for the firm to expand its commercial dealings. The recession, Mr. Marquez notes, has led many firms to cut their security costs or, when shopping for a security service, to take the low bid. "Some companies want a warm body at the front gate," he says. "We don't do that kind of business."

Indeed, MVM is not a rent-a-cop company. Ranked as the 31st largest security firm in the U.S., the firm is organized to do everything from safeguarding American CEOs abroad to ensuring that no one eavesdrops on U.S. diplomats.

"MVM's people are truly first class. My experiences with them have always been positive," says Bruce Kusrow, chief control officer at the State Department's Office of Diplomatic Security. "They're the consumate professionals," says Joe Johnson, art director at *Time*, which turns to MVM for overseas security. So complete is the security MVM provides, says Mr. Johnson, that once during a *Time*-sponsored trip to Bangkok, scuba divers were dispatched in advance of a boat tour.

That kind of professionalism requires MVM to pay wages of 40 to 50 percent or more above the industry average. But Mr. Marquez is convinced that his niche marketing of MVM as a high-quality security firm will build a select and stable clientele.

Cold War or not, MVM promises to continue being a player in the competitive security field. "There's great instability now" in the former Soviet Union, Mr. Marquez observes, and the State Department is busy establishing embassies in the newly independent republics. Moreover, he says, the Russians, desperate to revive their economy, are certain to step up industrial espionage. For MVM, that's a sweet sentiment.

#132

Injectronics Inc.

Carlos M. Barañano, CEO
Clinton, Massachusetts

By Maura J. Mackowski

Quality, service, and frugality are trying for a comeback in the auto industry. Inefficiency is being tossed out in the weeds with the tail fins to make room for just-in-time inventory and team-oriented problem solving.

For companies like Injectronics Inc., which supplied over $5 million worth of interior trim to the Ford Motor Company in 1991, that's promising news. If they can master the auto makers' productivity techniques, Injectronics can not only outfit more Aerostar Minivans, but jack up sales of syringes, computer parts, and communications equipment. Such a deal!

CEO Carlos Barañano is an advocate of linking small and large businesses for the betterment of both. The Cuban-born chemical engineer came to the Massachusetts firm in 1972 from du Pont, where Ford was one of his key accounts. "I'm a great believer in small companies," he says. "I think you can use and apply the science of management to their operations just like you can with a company such as General Motors—but with one advantage: small companies can react more quickly."

This belief led Mr. Barañano to buy into Ford's program for grooming its suppliers, spending the months and the money needed to bring the firm's practices in line with Ford's way of working. One result has been a substantial jump in revenues from $9 million in 1987 to more than $15 million in 1991, placing the company at number 132 on the HISPANIC BUSINESS 500, and boosting profitability from 8.2 percent in 1990 to 9.1 percent in '91. Meanwhile the payroll has shrunk slightly, providing revenues of $114,000 for each of the company's 135 workers.

Injectronics also won the Q-1 Award last year, a prize awarded only to top vendors whom Ford commits to keeping on its supplier list. That list, according to Ford spokesperson Carolyn Burke, now contains more than 350 names of certified minority vendors like Injectronics. Sales to minority suppliers have been growing steadily since the mid-1980s, she says, climbing to $712 million in 1991, and targeted upward.

"We were selected as one of only 12 interior trim suppliers," Mr. Barañano says. "Ford said they were 'optimizing their supply base,' and went from more than 50 to just the 12. We were up against United Technologies, Gulf + Western, and other big names."

Ford inspects and rates its suppliers every year for service, cost, and delivery, says Paul Gorcyca, interior trim buyer at the auto maker's Dearborn office. "We chose Injectronics as one of our preferred minority suppliers because they have the management strengths and quality programs in place," he says. "They have the best potential to grow with us."

Carlos Barañano can tick off the advantages that teaming with Ford has brought: bar coding, an electronic data link, financing for major expenditures, advice on mergers and acquisitions, and training in quality control and human resources. Rather than counting his money though, he's using those upgrades to improve performance in all areas of his business.

Besides Ford, Injectronics molds parts for IBM, medical supply maker Bunker Labs, the Chrysler Corporation, and others. "The common denominator is plastic," Mr. Barañano says. "We plan to make more and more electrical components, and items that add value to basic plastic, such as trip computers."

Diversification outside of the auto industry can also help keep Injectronics from feeling the jolt every time car sales hit a pothole. "We had the opportunity to absorb another plastics molder," Mr. Barañano says, "Ford was urging it, and we would have doubled our sales, but the debt was more than we wanted to take on."

Injectronics' banker likes that kind of strategy in this economy. "They're not too quick to jump on a new piece of business these days unless they're sure it's going to bring good returns," says Michael Pandolfi, vice president of Fleet Street Bank in Springfield, Massachusetts. "Injectronics also has the systems in place to react to the market quickly, and make changes as necessary."

Quick reactions can buy time for strategizing ways to keep things running during a downturn. Sometimes, that's a matter of saving nickels, like canceling a plant's lawn service. Sometimes, though, it means spending some dollars to keep people on the payroll until business shifts into high gear.

"Because we deal with telecommunications, aerospace, auto, biomedical, and consumer goods, in a certain way we're a leading indicator of the economy," Mr. Barañano says. "I think things will stay down, then come back very slowly. Meantime, our strategy is to concentrate on the top American companies; they keep us at the edge of technology."

#164

Advanced Data Concepts Inc.

Frank E. Rivera Sr., CEO
Portland, Oregon

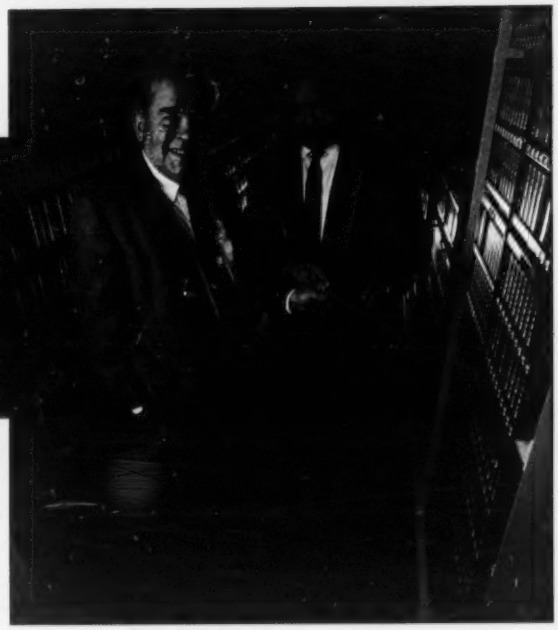

Photo by C. Bruce Forster

CEO Frank Rivera Sr. (left) and his son, President Jim Rivera, were proud to be named a Department of Agriculture Minority Contractor of the Year.

By Maura J. Mackowski

"So far, we're insulated from the recession," says Frank Rivera Sr., "but companies that are heavily dependent on defense are getting very hungry now. They will become dangerous competitors."

Mr. Rivera is the CEO of Portland-based Advanced Data Concepts (ADC), a provider of computer-related technical and management services. His son, Jim Rivera, is president. So far, ADC has continued to win contracts and avoid layoffs, Mr. Rivera says, and ultimately should ride out the recession. To maintain a strong position though, he is taking two tactics: diversification and value-added service.

The strategy has been a big success to date. Sales have grown steadily—$7.84 million in 1990, $12.68 million in 1991, and an anticipated $20 million to $24 million in 1992. And profit dollars were "up about 267 percent," Mr. Rivera notes—from just over 1 percent of sales to 2.46 percent—despite a 42 percent increase in the work force.

In both 1988 and 1991 Advanced Data Concepts was named Minority Contractor of the Year for the Department of Agriculture's Soil Conservation Department, and the firm has received awards from the Small Business Administration and in Oregon on the state level. The company ranks 164 on the HISPANIC BUSINESS 500, up from 262 last year.

ADC started out in 1978 in a completely different market though, targeting law firms and insurance companies. As technology advanced, so did ADC's technical expertise, into networking and telecommunications, modeling and simulation, and geographic information systems (GIS) used to analyze and map terrain.

In 1983 ADC began to move away from private industry to focus on federal agencies like the Department of Agriculture and the Department of Energy. That experience opened Mr. Rivera's eyes to the possibility of providing complementary, non-data processing related services. The company now has several employees who are realty specialists, managing rights-of-way for the Department of Energy's Bonneville Power Administration. Some 15 percent of the 450 person staff safeguard nuclear material and related classified documents, primarily at Lawrence Livermore Laboratories in California. Frank Rivera Jr. heads ADC's security team.

Geographically, ADC has spread too, from Oregon to California, Colorado, New Mexico, Nebraska, Indiana, and Washington, D.C. Mr. Rivera is also examining—cautiously, he says—the possibilities that free trade with Mexico might open up.

None of this means that ADC has forgotten the basics of data processing, or its roots in the Pacific Northwest. Mr. Rivera still has his very first customer. Frank MacLean of WelPland Insurance hired ADC to provide hardware analysis, software maintenance, and customized programs. "What sets any service firm apart is being responsive to the client's needs," Mr. MacLean says. "ADC has always been very interested in providing what *we* wanted, and not dictating to us, 'This is what you *really* need.'"

That attitude has developed into a value-added marketing strategy on Mr. Rivera's part. His philosophy is to take ADC's level of service beyond the minimum required in a contract, and work as though each client's business were his own.

"Frank is under no obligation to run the people he hires past us for approval, but he does. With other contractors, we simply write up the requisition. ADC allows us to sit in on some of the interviews, though, and they ask us if we think that person would fit in with the team." The speaker is a manager at the Department of Energy's Bonneville Power Administration, which markets electricity generated by dams.

"ADC has its own standards and keeps its own records of how a person performed," the Bonneville manager adds. "If the worker has a problem meeting the standards, they try to figure out what the problem is and fix it or find another job for the person within their organization. So many contractors would walk away from that kind of situation."

Past triumphs don't mean that ADC won't face challenges. In particular, Mr. Rivera sees defense contractors as likely rivals for his contracts with the Department of Defense, the General Services Administration, and other federal agencies, since peace has left them heavy on technical staff but light on work.

His own plan is to continue to go after the business and to maintain high levels of performance. ADC's ultimate success may depend, though, on what kind of strategizing goes on in Washington. "We need good leadership at the top to lay out a peacetime economy," he says. "If we don't have a strong economy and operable factories, should we need to militarize, our factories will be in Japan."

#168

La Pizza Loca Inc.

Alex Meruelo, CEO
Buena Park, California

By Kathleen Sharp

At a time when more people are cooking low budget meals at home, Alex Meruelo considers himself fortunate. His pizza business, La Pizza Loca, is not just stable, it's growing at a juggernaut pace. Last year, sales of the Buena Park, California based business boomed—up 25 percent to $12.5 million, placing it number 168 on the Hispanic Business 500.

The sales growth is admirable, especially since it occurred at the trough of the recession. "My industry is definitely being pinched by the recession," says Mr. Meruelo. "But we've been able to buck the trend." And profits have been good—although down as a percent of sales in 1991 owing to a "significant expansion of management" in preparation for future business growth. The company's total work force increased from 700 to 800.

These achievements are more noteworthy considering that Mr. Meruelo is only 28 and started the company just seven years ago. "He's doing really well, based on his company's growth pattern," says Gerry Durnell, editor-in-chief of *Pizza Today Magazine*.

Clearly, the young man bucks trends, and therein lies his success. By offering pizza to consumers in predominantly Hispanic communities he found a big, previously untapped niche market. Furthermore, although Mr. Meruelo was born in New York of Cuban parents, he's making his mark in the Los Angeles area where most Hispanics are Mexican American.

His ability to buck trends stems from an uncanny sense of timing—and fate. In 1981, when he was 17 years old, Mr. Meruelo's parents co-signed a $100,000 loan that allowed him to start up a chicken restaurant. "Within a year, I saw all these competing chicken restaurants springing up on every corner," he recalls. He didn't have the money to challenge the larger operations, so he quickly sold that business. Around the same time, he graduated from California State University at Long Beach, where he earned a bachelors degree in finance.

Then in 1985 the young entrepreneur's parents were landlords of a pizzeria that was delinquent in rent. For $25,000, they sold him the pizzeria business—which was in a Hispanic neighborhood. This was fortuitous, for unbeknownst to him, pizza was the rage in Mexico, where few people could afford it. "I discovered that as soon as people from Mexico got a job here, they wanted to spend it on pizza."

Then he made some savvy changes. For every pizza ordered, La Pizza Loca offered a free pizza, at an average cost of $9. The deal attracted business, and in four years Mr. Meruelo opened 14 stores in Los Angeles and Orange counties.

By 1990, the recession bloomed full force in Los Angeles. Worse, larger competitors were muscling in on La Pizza Loca's territory and threatening its solid customer base. So the CEO initiated some aggressive changes. He guaranteed deliveries within 30 minutes, or else the customer would get two free pizzas. He hired two customer service specialists to teach employees how to enhance service and sales. "It cost me about $100,000, but the feedback has been very positive," he confides. He also lowered costs by negotiating lower prices from suppliers.

The company then sliced its ratio of late deliveries, which in 1990 had cost 2 percent of sales, or $200,000. By year-end 1991, that figure was 1 percent of sales, or $120,000. Later, he increased by 50 percent the amount of toppings heaped on each pizza, and introduced jalapeños. Now the chain is unveiling a new pizza replete with chorizo, tocino (bacon), onions, beans, and jalapeños and cheeses.

Bigger plans are bubbling. By year-end 1992, Mr. Meruelo plans to nearly double the number of stores, from 30 to 50. He has sold four franchises, all to former employees, but prefers to concentrate on growing company-owned stores.

And he hopes to make an initial public offering later this year, as soon as the SEC eases filing requirements for smaller companies. If successful, Mr. Meruelo could raise $9 million to expand.

"I want to open shops in Texas, New Mexico, New York, and Chicago," he says. And he intends to open a shop in Tijuana within a year. "I see tremendous potential in the market in Mexico, and once we get through the application process there, we'll have a store across the border."

Mexico's 88 million consumers offer a larger pizza buying market than California's 30 million residents, according to a Bank of America report. Plus, Baja California is growing at a healthy rate of 3.5 percent. As soon as La Pizza Loca enters the Mexican market, its size should double to 100 stores by year-end 1993, says Mr. Meruelo. (▼)

#214

Technical Telephone Systems Inc.

George Crusado, Chairman
Staten Island, New York

George Cruzado (right) and brother Ray Pabon are equal partners in a growing telecommunications business.

By Yvonne Conde

In the frantic world of financial trading, "traders look for any kind of advantage they can get—a second, a nanosecond," says George Cruzado, chairman of the board of Technical Telephone Systems Inc. His company gives traders such an advantage—with fast, reliable installation and maintenance of the vital brokerage telecommunications system.

Equally owned by half-brothers of Puerto Rican descent—Ray Pabon and George Cruzado—TTSI is one of the biggest privately owned telecommunications companies in the New York metropolitan area. With 1991 revenues of $9.5 million, TTSI is 214 on the **Hispanic Business** 500 and employs a staff of 83, 54 of them technicians. The company designs, manufactures, installs, and maintains voice and data communications products, fiber optic cable, and related equipment. They also provide complete system integration.

Fate prodded TTSI's beginnings. When Mr. Pabon left his telephone technician job in 1980, his employer sent notices to all his customers, advising them Mr. Pabon was no longer with the company. "It was the best advertising I could have had," he says gleefully. Eighteen clients followed him and the phone hasn't stopped ringing. His brother, who agreed to help administer the one-room fledgling business, now claims to be the "lead weight" administrator who anchors Mr. Pabon, the visionary and technical half of the team.

Reliable service built TTSI's name. "We were the first ones to put on contract a service guarantee for a major outage within an hour," says Mr. Cruzado. "We'll walk away from a business if we know we can't service it. A hard decision to make in these economic times." Brother Ken Pabon, director of field operations, juggles the technical team's schedules.

Recently, TTSI handled much of the technical end when brokers Noonan, Astley & Pierce moved from New York to New Jersey. They were chosen because "TTSI has built a real reputation in servicing the financial area," attests Joseph Illari, vice president of the brokerage's communications division. "They're two outstanding individuals who will live by their word. They tell you what they are going to do—and they do it."

Also, "we weren't afraid to experiment with ways to help clients perform better and easier," says Mr. Pabon. Among their design innovations, a system that replaces 12 single line phones with a box taking up little more space than a single phone. Another TTSI development is a proprietary software program—TMS, or "Turret Management System"—that organizes the multitude of turret lines. A trading turret is a phone system that handles from 30 to 300 buttons, giving immediate access to an institution or bank. TTSI leads the competition in the installation of turrets.

Yet another TTSI proprietary product is the "Video Page Generator," which converts ASCII stream into an analog picture connected to a video switch for information distribution. Staying on the edge of rapidly evolving technologies takes constant research. "I read about 15 trade magazines a week" says Mr. Pabon. He also takes frequent trips to Europe in his quest for new ideas.

Preparing for future growth, the brothers continue moving toward a one-stop-shop concept. "We knew there was going to be a marriage of voice and data and we jumped into the market a number of years ago," says Mr. Cruzado. TTSI now provides complete turnkey design. They have distributing agreements with Toshiba, V Band, Tandon Computer, IBM, and Sun Micro Systems and offer both key and PBX systems. They are also an authorized agent for the ordering and implementation of New York Telephone's Centrex, Private Line, and T1 facilities.

Two years ago TTSI opened an engineering and research facility in Somerset, New Jersey. The facility produces their custom designed generic personal computers, like custom UNIX systems and video switches. "It is going to be a very, very major portion of our business. We feel that next year it will account for 20 to 25 percent of our total sales," says Mr. Cruzado.

In spite of a doubling of business failures in Manhattan in 1991, from 730 in 1990 to 1,397, TTSI's sales increased by $1.9 million, or 25 percent. And despite a bigger work force, productivity increased 5 percent, to about $114,000 per person. It could have been more. "Brokerage firms have diversified. Banks have merged, others collapsed. Even though we grew, we lost," Mr. Pabon explains.

The growth they did have is due to their diversification, he says. "When you fall short in certain arenas, other parts of the company can keep you going."

#224

Mevatec Corp.

Nancy E. Archuleta, CEO
Huntsville, Alabama

By Maura J. Mackowski

"In 1985, I met a marketing professor whose words to me were prophetic: 'When you plan for your new business, do it as though peace broke out today.'"

Seeing the beating the defense industry is taking right now, Nancy Archuleta is glad she took those words to heart. Today her Alabama-based firm, Mevatec Corporation, has revenues of more than $9 million a year, and quadrupled profits in the past year, to about $452,000. The company, ranked 224 on the HISPANIC BUSINESS 500, does high-tech electronics assembly and software systems design for the Department of Defense—but also for private research and industry.

A few years ago though, Mevatec Corp. almost closed its doors. Two things kept the company going: perseverance—and ingenuity.

Back in 1987, Ms. Archuleta had to lay off 75 percent of her employees. Family members began working for free when necessary. "We lost a major contract," she explains. "But I learned from that how to live every day as though the wolf were at the door. Today all of our decisions are made that way, regardless of what the economy is like."

Most of the decisions concern growth. "Entrepreneurs have to protect the infrastructure of their businesses," Ms. Archuleta advises. "Otherwise we forget to treat them like infants, and we weigh them down with the anvils of high employment, or taking on jobs just for revenues." In 1991, Mevatec's average sales per employee were $121,000 a year.

If she sounds like an entreprenuer, she is. Ms. Archuleta's training and experience is in business administration and economics. "Nancy Archuleta's big skills are marketing, people, and networking," says Mevatec customer Don Bryson, director of materials at the Los Alamos National Laboratory. The lab purchases cable assemblies it uses to connect experiment instrumentation to computers, an application he says requires pretty stringent quality standards.

Mr. Bryson met Ms. Archuleta through the Rio Grande Minority Purchasing Council, where he noticed how she excelled at building contacts. "She's very adept at taking advantage of the resources in the community," he says. "Like a movie producer who has to be able to pick out the right technicians and the right stars, Nancy has made very good contacts at New Mexico State University and through the Minority Purchasing Council."

Ms. Archuleta believes in strengthening relationships by pumping work back into the local economy. Some 30 percent of Mevatec's assignments are subcontracted to area universities, labs, and corporations, she says. Although altruism has a lot to do with it, the practice also allows Mevatec to avoid the burden of supporting more employees than it can keep busy year round.

As past chairman of the Rio Grande Minority Purchasing Council, Don Bryson wishes more entrepreneurs acted that way. "A lot of them tend to be shy of using other resources or networking in the community," he says. "Nancy's company was still small—only eight or nine people at the time—but she went over to a lab where there were about a thousand people, and persuaded them that it would be to their benefit to hook up with her."

In Huntsville-Madison County, where Mevatec employs 71 people in data base design and management (others work in Washington D.C. for the Department of Defense), the firm has tapped into area business networks. "Nancy Archuleta was astute enough to go to a very large company and lease space there for several years," explains Virginia Wright. Ms. Wright is the Small Business Administrator for the Army's Strategic Defense Command, a Mevatec client. "This helped her get the location she needed, save money, and project a good profile in Huntsville."

She thinks she was astute to choose Huntsville for Mevatec's headquarters. The area is home to a large number of government amd other activities dealing with a broad range of technologies. "And I found people in the banking realm with a keen interest in small businesses, willing to work with our firm and the SBA to provide funds for growth," she grins—"even when the books were, to quote one banker, like an 'ugly baby.'" This year the county nominated Mevatec for the national Small Business of the Year Award.

As long as there are dictators in the world, Ms. Archuleta believes that defense will be a good business to stick with. The feelers she is putting out, though, lead her to think that the telecommunications industry also needs what Mevatec can provide. Maybe it'll be a spinoff, or perhaps an acquisition or merger.

In any case, this entrepreneur says she's teaching the staff to write winning competitive proposals.

#249

Roses Southwest Papers Inc.

Roberto Espat, CEO
Albuquerque, New Mexico

By Hector Cantu

For someone who doesn't sell Big Macs, Roberto Espat knows a lot about the financial status of McDonald's.

"They've been doing some expansion worldwide," he says, flipping through the company's annual report. "Things have been stagnant in the U.S. for the past two years because of the economy. But net income was up 7 percent in 1991."

Good news for Mr. Espat, the chief executive officer of Roses Southwest Papers Inc. in Albuquerque. And for his wife and partner, Vice President for Quality Control Rose Marie Espat (the firm's namesake). Their company feeds the huge hamburger empire's monster appetite for recycled paper bags—millions and millions each month.

"We were in negotiations for two years before they considered using us," Mr. Espat recalls. "We talked about doing napkins, then bags, then burger wrappers. Then we ended up back with bags." Very satisfying.

The craft paper used in making those sacks accounts for a good part of the 8,700 tons of paper that each year enter the company's 39,000-square-foot plant and warehouse. There, the sack paper is trimmed, shaped, and prepared for shipment to McDonald's restaurants across the Southwest. Another process involves converting jumbo rolls of tissue paper into single rolls for use by America's military facilities here and abroad.

It's a long way from the tiny Central American country of Belize to a world where Ronald McDonald needs an official recycled paper sack for his fast food goodies. Mr. Espat, the son of a Mexican chicle merchant, did have a background in international business. He first ventured into the paper industry 20 years ago, building up a firm—J. Espat Ltd.—from $4,000 in savings and $126,000 borrowed from a Belize bank. But he and Ms. Espat, herself a native of Guatemala and a small business owner in Belize, agreed they should "look for something simpler and easier" in the United States.

In fact, their move to Albuquerque in 1981 "had nothing to do with business," Mr. Espat says. The couple had decided that the New Mexico climate was ideal for their young daughter, who suffered from asthma. They did want to start "a small business, not the same kind of business." It didn't work out that way.

"I didn't know," the CEO laughs, "that we'd be getting gray hairs this quick."

Almost as if they couldn't restrain themselves, the couple attained sales of $3.76 million and 18 employees just two years after startup in 1986, and more than doubled that in the next five years. Year-end 1991 revenues were at $8 million, up from $5.8 million in 1990, supported by a work force of 37. That's more than $216,000 in revenue per employee, up from $193,333 in 1990. And profits before taxes were "45 percent higher than the year before," the CEO confides.

The Espats started as a regional business, but now buy and sell paper in many countries, including China, Japan, Mexico, the Philippines, Trinidad, and Belize. Their position on the HISPANIC BUSINESS 500 has improved greatly, from number 320 last year to 249.

Why the success? Experience, certainly. And hard work, definitely.

"For us, the day does not have enough hours," Mr. Espat admits almost sheepishly. They're always trying to develop new business in bag sales, and now there's a special emphasis on working the other fast food chains to expand the line of napkins and paper towels.

Observers say more growth is inevitable. "Robert has a strong drive, he's a hard worker, he's honest," says Anthony Boulous of the Fort Howard Corp. in Green Bay, Wisconsin, one of Roses' paper suppliers. "These are very basic ingredients for success, yet so few embrace them." And the company "has a good production facility," adds Jeffrey Bailey, a McDonald's business development manager at the corporate office in Oakbrook, Illinois. "Reliable and dependable."

The dependability and efficiency they believe results from a policy of "treating our people very well." Employees have an opportunity to get a cut of the company's profits, under a profit-sharing plan initiated in 1987.

The recession has slowed progress—if only a bit. While the Espats can't say they've been affected by it, they are spending capital cautiously. "Right now, we have some industrial revenue bond money to spend, but we haven't done it yet," Mr. Espat allows. "We hope to get some additional business lined up first."

As they see it, even traditionally stable government contracts—which make up about 54 percent of the company's sales—are not a sure thing. As military tensions around the world subside, more U.S. overseas bases are in danger of closing. "Our contracts may decrease in those areas," Mr. Espat explains, "but we're picking up business elsewhere."

Then with characteristic understatement, he adds, "What will happen this year is unforeseeable."

#256

Jesse Fence and Construction Co. Inc.

Jorge Casimiro, CEO
Houston, Texas

Photo by Bill Pogue

By Hector Cantu

Jorge Casimiro, chief executive officer of Jesse Fence and Construction Co. Inc. in Houston, is convinced that being second best just won't do. A small startup business operating in the various "good ol' boy" networks that pervade big cities like Houston has no chance for second impressions.

"When you start courting bigger clients, yes, it helps tremendously to have a good image," insists Cuban-born Mr. Casimiro, 38. "You have to present yourself as a very professional outfit." Advice worth taking, based on what it has done for his company.

After nine years of growth in Houston, expansion into Arizona and Florida, and 10-fold growth in the past five years, Jesse Fence has annual revenues of $7.74 million—up from $4.74 million in 1990—and profits in the 6 to 8 percent range, about 1 percent better than last year.

The company is a Blue Chip Entrepreneurial Award winner. It is number 59 among the 100 fastest growing private companies in Houston, according to *Houston Metropolitan* magazine; now number 256 on the **Hispanic Business** 500 directory. And it counts on adding the links needed to be a chain stretching all "across the southern United states."

On the subject of image, Mr. Casimiro's assurances to potential clients begin along the lines of: "We're set up to do things right. We have a network of computers, our controller is a former bank president, our offices sit on four and a half acres in Northwest Houston."

Then there's the matter of follow-through. "Jorge Casimiro is a man of his word," booms Steve VonHofe, vice president of construction at the Newmark Home Corporation in Houston. Newmark has used Jesse Fence on residential projects for seven years. "Good fence companies are tough to find," Mr. VonHofe explains. "His prices are competitive and he honors his prices. If he says he'll do a project at a certain price—then he will." About 85 percent of the company's business is done with the private sector, "not that I don't want government contracts," Mr. Casimiro smiles.

Still, it took about four years for the company to turn a profit. As the CEO points out, "I had never sold fences before." He had, however, sold furniture, stationery products, and deli foods in the three separate businesses he owned in New York before investing in the fence company—and before reaching the age of 30. His father and a cousin launched the company in 1983 partly with $17,000 of his money. A year later, in 1984, "My father was more than happy to let me come in to run the thing," he says, "and in the beginning it was tough."

In fact, Mr. Casimiro's voice lowers, "it was bad"—largely because he arrived in Houston on the heels of the Texas recession. New business had to be hacked out of a shrinking market. "We made other people go out of business."

Much of their success he credits to a "top-notch" work force. "In the fence industry, owners don't trust employees," Mr. Casimiro explains. But he's a maverick. "I treat employees like they want to be treated. I'm always looking to hire the best managers or the best talent, who have been mistreated at other fence companies. Then I let them make decisions. I try to interfere as little as possible. I give people authority, command, and respect."

And, when appropriate, cash loans. The independent minded CEO often lends money to members of his 71-person work force—up to $6,000. The return on investment? "I have the lowest turnover in the industry in the Houston market. You have to take care of your people." And increased efficiency allows him to work with a 12 percent smaller staff this year. Productivity works out to $109,000 in revenues per employee, up from $58,518 in 1990.

Now, although the Texas recession still lingers, Mr. Casimiro says they're not affected as badly as the rest of the country. "Houston is diversified. We have low interest rates. Construction is up." He is "being careful in spending, but not because of the economy. It's because we're not nonchalant about things. We expect growth, and more profit in 1992 from being more careful on how we stock inventory." Also, with the current low interest rates, Mr. Casimiro is considering refinancing the loan on the four-acre company complex.

But just as he stepped out of the furniture, stationery, and deli businesses, this perennial entrepreneur says he may leave the fence construction business too. The new interest? General construction.

In 1987, once again, he helped his now 73-year-old father, Luis Casimiro, launch a new company: the Stature Construction Co. Stature —number 300 on the **Hispanic Business** 500—builds homes and schools in the Houston area. Last year, revenue hit $6.25 million.

"I may sell the fence company and help my father run the construction company," he muses happily.

#355

Barrientos & Associates Inc.

Julian Barrientos, CEO
Madison, Wisconsin

By Maura J. Mackowski

"A leader is a person who creates leaders," says Julian Barrientos. In 18 years of business, the CEO of Barrientos & Associates Inc. (BAI), consulting engineers and architects, has assembled a team with 105 leaders.

They've advanced BAI from a single office in Madison, Wisconsin to branches in five states, and from its beginnings in bridge building to an enterprise encompassing every facet of transportation construction. They've also almost tripled annual sales in the past five years, from $1.9 million in 1987 to $5.1 million in 1991 (placing number 355 on the HISPANIC BUSINESS 500, up from 401 in 1990).

Further, they increased the work force by 50 percent in 1991, from 70 to 105. While that reduced sales per worker slightly, profitability more than doubled, from 3 percent on revenues of $4.1 million in 1990 to 7 percent on $5.1 million.

Those would be handsome numbers in any year, but when Mr. Barrientos adds that he's still hiring in the midst of a recession—and expects to double his revenues within a few years—you have to ask what he knows that the pessimists don't.

The Bolivian-born engineer will tell you he knows how to design, how to develop people, and how to plan like crazy. "We have a very aggressive growth plan," he says. "A substantial portion of our income now comes from our architecture division, headed by my son Norman. Water resources engineering is a strong area now, and we're entering a new field, airport design. We've acquired a company in Chicago, a 30-year-old firm with a good reputation in transportation construction."

First Wisconsin Bank helped finance BAI's expansion. According to Vice President Kathy Hendrickson, Mr. Barrientos's past successes help when he approaches her bank for a loan, but it's his marketing plan and his team of leaders that clinch the deal. "Julian is always looking at his business," she says, "and asking, 'what do I need to change today in order to be where I want in five years?' He's tenacious; he thinks long term and he thinks big picture. Second, he finds good quality people with strong credentials. If you don't have the expertise, you won't succeed, no matter how much financing you have."

Ms. Hendrickson cites a third factor in the company's growth: a solid management structure. "He put a system into place to track the business as it grows," she explains. "That's not easy. You have to know you can trust all your managers, and know that they are looking at the business from the same standpoint you are."

Mr. Barrientos was very much aware of the management problems that diversification brings, so he made plans for that, too. He hired Robert W. Pricer, Ph.D., a professor of the Graduate School of Business at the University of Wisconsin to help create a corporate structure that would build on the strengths of BAI's team, and encourage growth.

"He needed a new, decentralized management structure," Dr. Pricer explains. "I helped him put together a matrix system that would allow him to delegate responsibility. Each office is a profit center, with budgets developed locally and approved by Julian. Within the budget, managers make their own decisions, and refer only exceptions to him. This allows Julian to focus his attention on seeking business opportunities."

Opportunities are plentiful right now, Mr. Barrientos believes. The recession has turned out to be a boost to his company, because the federal government has committed to improving the economy with massive outlays for more bridges, tunnels, highways, and airports. Approximately 35 percent of BAI's business is federal contracts, and another 55 percent comes from state and local agencies, often financed with money that originates in Washington.

Likewise, increased environmental awareness should heighten demand for improvements in erosion control, land drainage, sewer design, and flood control. Free trade in North America offers international opportunities too, which the company sees itself pursuing beyond the current five-year plan. Taking advantage of all this means planning ways to recruit, train, and keep high-quality people.

From day one, that's been a tough job. Mr. Barrientos had to struggle with the English language, the state of Wisconsin's policy against using private consultants, and the challenge of persuading clients and employees to give a very small company a try. "You have to go beyond language," he says, "and use the language of eye-to-eye. I hired someone who had 25 years of experience with the Department of Transportation, and had to persuade him person to person to awaken his feeling of entrepreneurship, and help him understand that great things are not accomplished unless you take chances."

Fostering entrepreneurial thinking has paid off for Mr. Barrientos, his company, and his employees. Mr. Barrientos credits his son with seeing the opportunities in Minneapolis and Boston, then acting on them. He cites another employee who hired on as a secretary, earned a degree, and today manages the Milwaukee office.

It's people who build companies.

#446

Castillo Company Inc.

Eduardo A. Castillo, Chairman
Phoenix, Arizona

By Steve Bergsman

Eduardo Castillo saw it coming three years ago. His company, founded in 1977, was still expanding nicely, but he could see that his major client was going to feel the oncoming recession. The company is Castillo Company Inc., a Phoenix-based corporate site-selection/real estate consulting firm, and the client is State Farm Insurance. The business at stake made up 80 percent of Castillo Co.'s revenues.

"Even though our work load was increasing," Mr. Castillo shudders slightly, "we saw the handwriting on the wall. Sooner or later something was probably going to happen with State Farm. We needed to be quick on our feet."

So Mr. Castillo, founder and chairman, made a number of changes. He decided to streamline staffing. He made a strategic decision to move after a much wider diversity of clients. And he would expand some of the company's services.

Most of his goals were reached. He dropped staffing by 25 percent, from 40 people to 30, filling the gap with temporary workers as business continued to be steady. The shift to a diversity of clients is slower, but effective. Dependence on State Farm has been cut to 70 percent, with a target of 50, while the revenue base is increasing. The company placed 446 on the **Hispanic Business** 500 this year, with 1991 sales of $3.60 million, up 13 percent from 1990.

Much of the new revenue came from new local clients in Arizona—Maricopa County and the Resolution Trust Company—as well as from new chain clients like Albertson's groceries. And the company continues working hard to expand business with old clients, like Standard Brands, the paint retailer.

"Our diversity and flexibility are helping us succeed," Mr. Castillo says. "We can carry a client through the entire real estate process, from the market research, to architectural services, to construction, to operations."

Indeed, says Standard Brands Vice President Dorman Leighty, "Castillo has done so much work for us in the past eight years it's difficult to differentiate everything they've done. Over the years, if I needed something done, especially in Arizona, I'd give Ed a call."

The client relationship began when Castillo Co. did market research to help Standard Brands select target cities and states—like Oklahoma City, Denver, and the entire state of Texas. Now the services include everything from solving condemnation problems to coordinating construction on new Standard Brands outlets.

But last year, according to Mr. Castillo's new strategy, he added some important items to that list of services. For example, the company invested in a new technology called GIS, or Geographic Information Systems—a computerized approach to analyzing or segmenting markets and products based on geographic relationships. It allows the firm to do sophisticated market research more quickly and accurately. So, for example, when Standard Brands decided to establish smaller stores in minority-populated Los Angeles neighborhoods, Castillo Co. used GIS to identify voids in the company's current store coverage.

"From a strategic perspective," Mr. Castillo says, "GIS allows us to provide a service that is needed in today's economy, because it allows us to help clients get closer to their customers. It's important to be focused on the market and have the right tools to affect those markets. It's also a matter of finding niches where nobody else is."

All the changes Mr. Castillo made in his company didn't come without a degree of pain. Although revenues have been growing, from $3.19 million in 1990 to $3.60 million in 1991, profits have been "up and down" over the past three years. Some changes, like the purchase of the GIS system, were expensive but necessary. Also expensive were additional marketing programs. "In order to maintain our level of growth we had to invest far more heavily in the marketing aspect of the firm than ever before," Mr. Castillo comments. Well, this is the year he expects the payback to start—beginning with more than a 25 percent boost in revenue, and ending with a more comforting bottom line.

"We have withstood this recession," he concludes. "The worst time is right now, and I feel very good about our chances. Now we can move forward and take advantage of our situation."

As for State Farm, the client that scared Mr. Castillo into changing things, they like what they see. Gene Schmidt, assistant director, corporate properties for State Farm, observes that their work with Castillo Co. has increased over the past 10 years, although at the moment it's down some, and "we look forward to continuing that relationship with Eduardo."

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Trucks—Top Dealers Selling 'Em Like Hotcakes

Light truck sales—particularly pickups—are helping the top Hispanic auto dealers through the recession.

In Denver, trucks are outselling cars, says Lloyd Chavez, CEO of Burt on Broadway (number 2 on the **Hispanic Business** 500 with 1991 sales of almost $423 million). He sells Chevrolet, Toyota, and Subaru lines. "Anything that has a commercial use has been the big thing," Mr. Chavez says. "Trucks have really helped us."

Also popular are truck-based sports utilities like the Chevrolet S-10 Blazer and big Blazer and the Suburban. The Toyota 4Runner is big. So are stretch cab trucks like the S-10 and big (C/K) Chevys and the Toyota XtraCab. The stretch jobs "can haul a family and can be used for pleasure and work," he says. "It takes a stout vehicle to pull boats and trailers up over mountains."

Pickup trucks and the entire Ford line aren't just doing better in the recession, they'll lead the recovery parade, says Lombardo Perez, CEO of Metro Ford Inc. in Miami (number 54 on the 500 with revenues of $39 million). "When things get back to normal, trucks will become even more important," he says. "Ranger [the compact truck] has always been a good seller in our South Florida area even in the slow times."

Which is why domestic truck makers are more optimistic about truck sales than car sales. Figures from *Ward's Automotive Reports* show production plans calling for a mid-year 24 percent increase in truck production, against an 8 percent increase in car production.

In Texas, "light trucks are more important than cars. We used to sell two cars for every truck, and now it's 1.2 trucks for every car," says Chevrolet dealer Ernest Ancira Jr., head of Ancira Enterprises in San Antonio (number 10 on the 500, 1991 sales of $132 million). His biggest truck problem is the redone Suburban's success. "It used to be attractive in Texas. But the new Suburban has taken off nationally, so we're on an allocation [quota] of Suburbans for the very first time."

Irma Elder, president of Troy Ford in Michigan (number 6 on the 500 with sales of $154 million), says she's benefiting from women buying sporty trucks, because "It's not just a market for working units now."

Long time numero uno dealer Frank Galeana's Van Dyke Dodge is 12 on the 500 at $125 million. He is getting ready for a "three or four-year sales spurt" with new Saturn locations in suburban Detroit, complementing his Dodge dealership there. He also has a Chrysler-Plymouth franchise in Fort Myers, Florida and a C-P and Jeep-Eagle store in Columbia, South Carolina.

The new Ford F-150 Flareside (left) and Styleside's rounder contours and cutting edge instruments sell them to 5 percent of all Hispanic truck and van buyers.

On key industry issues, top dealers:

—Call unanimously for U.S. automakers to hold the price line as prices increase for Japanese brands. If domestic makers spurn the extra quick profits, the more expensive price tags on imports can help domestic sales volume. That in turn will help recapture lost market share.

—Are holding layoffs to a bare minimum. Nobody liked the idea of a St. Petersburg, Florida dealer who fired all the salespeople. Most felt it was a gimmick that would only work in smaller dealerships. Additionally, fixed sales prices only work in rare instances, primarily because buyers overvalue their trade-in vehicles.

—Report that low interest rates nationally don't help auto dealers much. Their customers have been offered low rates through factory-supported below-market rates for a long time. However, the lower national rates help build confidence in the economy as a whole, and that's good for business.

So let's get trucking.

Top 10 Hispanic Auto Dealerships

	Company	CEO	# Emps.	'91 Sales $ Million
1.	**Burt on Broadway**, Englewood, CO	Lloyd G. Chavez	565	$422.68
2.	**Troy Ford**, Troy, MI	Irma B. Elder	109	$153.62
3.	**Ancira Enterprises Inc.**, San Antonio, TX	Ernesto Ancira Jr.	285	$132.00
4.	**Van Dyke Dodge Inc.**, Warren, MI	Frank Galeana	269	$124.50
5.	**Frank Parra Autoplex**, Irving, TX	Mike and Tim Parra	265	$123.25
6.	**Lloyd A. Wise Inc.**, Oakland, CA	Anthony A. Batarse Jr.	246	$117.00
7.	**Gus Machado Ent. Inc.**, Hialeah, FL	Gus Machado	116	$47.68
8.	**Miami Honda/Central Hyundai**, Miami, FL	Carlos M. de la Cruz Sr.	132	$46.22
9.	**Frederick Cadillac Inc.**, Lebanon, PA	Frederick C. Laurenzo	85	$41.29
10.	**Metro Ford Inc.**, Miami, FL	Lombardo Perez	99	$39.00

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